

# SALES MANAGEMENT

*for June*

## *Are These Your Problems?*

**Making the Salesman Whom  
You Have Never Seen Feel  
that You are Taking a Personal  
Interest in Him—**

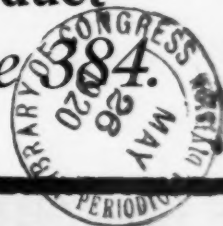
*See Page 391.*

**Keeping the Members of the  
Sales Organization "Sold" on  
the Policies and Products of  
the House—**

*See Page 375.*

**Developing the Small Dealer  
Into a Better Merchant and a  
Bigger Buyer of Your Product—**

*See Page 384.*



**Twenty Five Cents a Copy**



## *How Many of Your Dealers Can Give “the information” INSTANTLY?*

**I**T MAY be a New List Price! Some article that has been discontinued! A New Addition to your line! Or any of a hundred possible questions about your particular merchandise.

Conditions, as they exist today, are presenting an embarrassing position for many dealers. Prices are unsteady. Catalog listings, terms, and specifications are changing almost from day to day, due to uncertain production facilities; inability to ship the goods.

Imagine, under these trying conditions, one of your dealers attempting to keep correctly informed on perhaps a hundred items carried in stock and waiting on his customers intelligently, with the least loss of time—without having some form of ready reference on his counter.

As Salesmanager of your organization, this condition offers you and the Badger Loose-leaf Method of Cataloging an excellent opportunity. It isn't a problem, because the Badger “Changeable” Loose-leaf Method is an immediate solution. This modern Badger way of issuing a catalog has proven itself more economical, efficient, and permanent than the old-style method of tight-bound cataloging.

### **BADGER Loose-Leaf Catalog Binders**

You won't have to reprint your entire catalog for the sake of a few changed items. Your dealers and salesmen can quickly replace obsolete pages with fresh sheets or sections. Your catalog can be issued in pages or sections and will be up-to-date at all times.

Our experience in assisting many of the foremost salesmanagers in converting their catalogs from tight-bound to the loose-leaf method is sure to prove invaluable. **WRITE US TODAY.** Slip a card in the mail asking for catalog binder information and give the nature of your business. You will not only fulfill the Dealer Opportunity before you today, but increase your sales at a lower selling cost.

**THE HEINN CO.**



**MILWAUKEE**

**WIS.  
U.S.A.**

## Will YOU Profit by the Experience of the American Surety Company?

The American Surety Company uses Dictaphones in many of its agencies. In New York, Mr. J. B. McGinn, Manager, Claim Department, says: "In this department we use 15 machines. The volume of our business has increased enormously in the past two years, but, due to the efficiency of The Dictaphone, we have not had to augment our stenographic force."

Are you ready to learn how The Dictaphone accomplishes these results?



100 Broadway, New York  
American Surety Building

# THE DICTAPHONE

Reg. U. S. Pat. Off. and Foreign Countries

*"The Shortest Route to the Mail-Chute"*

The American Rolling Mill Company, Middletown, Ohio, says: "We have 68 Dictaphones in use. The Dictaphone system has proved itself in our work to be greatly efficient, a time saver as well as a saver of expense."

American Railway Express, New York, N. W. Fulmer, General Purchasing Agent, says: "On a month's test, covering 18 operators with an average output of 1,591 letters per day, we found the cost for transcribing a little under 3½c per letter."

Deere & Webber, Minneapolis, say: "Generally speaking, we find that operators transcribing from The Dictaphone can get out 20 to 23½% more letters in a day than when they were obliged to take shorthand notes and transcribe from the same."

New York, Chicago & St. Louis Railroad (Nickel Plate), Cleveland, C. A. Beck, Chief Clerk, says: "We are using at present approximately 100 Dictaphones in our various departments with mighty gratifying results."

Phone or write for convincing demonstration in your office, on your work. Branches in all principal cities—see your telephone book



**THE DICTAPHONE, Woolworth Building, New York City**  
*Branches Everywhere. Write for Booklet, "The Man at the Desk"*

There is but one Dictaphone, trade-marked "The Dictaphone," made and merchandised by the Columbia Graphophone Company

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## Four Books that will Make Good Salesmen Still More Valuable

THE only manuals published written especially for salesmen from the house point-of-view. They do not preach or scold, but vital facts pertaining to the subject are placed before the salesmen by liberal use of concrete examples taken from the experience of successful salesmen. Written so as to entertain the reader as well as instruct him.

Placing these manuals in the hands of your salesmen will make good salesmen better, and will positively increase their value to the business. We have hundreds of letters in our files from sales managers testifying to that fact.

**"Salesman's Correspondence Manual"**—Designed to bring home to salesmen the value to them of writing concise, intimate letters to the home office in place of meaningless "weather reports." Shows model reports sent in by salesmen. Gives many examples of letters suitable for the salesman to pass on to a customer—sales letters, collection letters, credit letters, etc. We have sold as many as 500 of these manuals to a single concern for distribution to its salesmen.

Price by mail, \$1.10

### What Salesmanagers Say About Dartnell Manuals

"I regard it as the most valuable work of its size that I have ever read."

CHAS. H. COX,  
Gen. Sales Manager,  
Phoenix Portland Cement Co.

"Field Tactics is one of the best books I have ever read on this subject. We are anxious to have our salesmen receive a copy of it."

A. W. LOGAN,  
Sales Manager,  
G. Sommers & Co.

"I find that this book has the usual definiteness of statement that other publications coming from your organization have."

MARTIN L. PIERCE,  
Mer. Manager,  
Hoover Suction Sweeper Co.

"It is one of the best things I have ever read. The appeal is especially strong because it is couched in the homely everyday language which means so much to the men in the selling end."

W. A. CORY,  
Sales Manager,  
Otis Elevator Co.

### "What a Salesman Should Know About Credits"

—Not intended to make credit men out of salesmen but to make them realize the importance of credits and the need of working in harmony with the credit department. Cites many instances where credit knowledge has enabled salesmen to increase their own net earnings. Recommended by the National Association of Credit Men. A very valuable manual that will make any salesman a bigger money maker for himself and for the house.

Price by mail, \$1.10

### "What a Salesman Should Know About Advertising"

—Gives the salesman valuable suggestions for cashing in on the advertising. Has nothing to do with the preparation of advertising. An invaluable manual to put in the hands of salesmen selling nationally advertised products to the dealer. Prepared in co-operation with the American Association of Advertising Agents for the special purpose of "selling" the advertising idea to the sales force.

Price by mail, \$1.10

**Field Tactics for Salesmen**—Takes up specific objections which salesmen in every line of business have to meet, such as "Not Interested," "Too Busy to Talk," etc., and gives actual plans successfully used by other salesmen to break down the barrier. This book has been pronounced by numerous sales managers as the most practical handbook on the everyday problems of a salesman so far published.

112 pages, leatherette binding, pocket size.

Price by mail, \$1.50

**Set of Four Manuals \$4.50 Postpaid on Approval**

**THE DARTNELL CORPORATION :: 223 W. Jackson Blvd., Chicago**

*Publishers of Books and Special Literature for Sales Managers and Salesmen*



# Look before you leap into advertising

Regularly you *AUDIT* your books.

You probably call in an outside mind to analyze the figures that stand for profit and loss.

That's all according to standard practice.

But how often do you check up the **VITAL FORCES** that are the very **LIFE** of your business?

Whether your business is going backward or forward—decreasing or increasing in good-will value—developing its full possibilities or just drifting and existing—to determine this:

*How often do you call in the outside expert mind to check up your*



*—and to determine whether these vital forces are going forward on a profit or a loss basis?*

Someone has said that the wise advertiser looks before he leaps;

That the faint hearted advertiser looks but never leaps;

—while the foolish advertiser leaps but never looks.

**PLANNED ADVERTISING** is based upon **LOOKING**—it is planned according to the *forward* vision as seen through the binocular of all past performances.

**PLANNED ADVERTISING** as practiced by Hoyt's Service makes no recommendations for advertising without first checking up the vital functioning of your business—*deciding where you stand and where you are going to land when you do advertise.*

You are in no way obligated to advertise until you have something tangible upon which to base your advertising decisions. The procedure is simple:

- (1) Satisfy yourself that Hoyt's Service is responsible. Has it a record for building advertising success?
- (2) You engage Hoyt's Service to give an opinion as to whether or not your business can be advertised and if so—**HOW**.
- (3) A series of conferences are held by the principals of both organizations in

which Hoyt's Service learns of the problems to be solved—

- (a) Sales obstacles to be overcome
  - (b) The possible output
  - (c) Potential Market
  - (d) Competition
  - (e) Distribution
- (4) A thorough field investigation is conducted by Hoyt's Service to obtain the vitally important outside viewpoint of
- (a) The consumer
  - (b) The jobber
  - (c) and the retailer.
- (5) From the mass of information gathered, from its own expert merchandising and advertising experience, Hoyt's Service reaches its decisions and conclusions. The recommendations decided upon and endorsed by the full Plan Board of Hoyt's Service are presented to you in a **COMPLETE PLAN** and **EXHIBIT**, taking up in a graphic way each point and recommendation.
- Full and complete
- (a) Specifications
  - (b) Charts
  - (c) Illustrations and a
  - (d) Copy policy
- will be presented with the sales and advertising possibilities of your busi-

ness and an estimate of what can be done to increase sales, prestige and good will.

Hoyt's Service will place on your desk a plan that you can put your hand on and say:

*"Here is something of tangible value—something I can understand—something that broadens my business vision—something that isn't mere speculation or a big patch of blue sky."*

You may have us execute the plan or not. Each year, however, our clients repeat their orders for the execution of plans that we have **PLANNED**. Hoyt's **PLANNING**, like auditing, is an established procedure. Our clients are obtaining or exceeding their **PLANNED** sales quota.

Judge us by the clients we serve. Measure our service by what our clients say of us. "Putting the Advertiser on the Witness Stand," containing letters from firms for whom we have **PLANNED**—expressing in their own words what they consider to be the worth of this organization—will be sent to executives on request.

Would you have us explain more fully our methods?

This may be done at any time, either at your office or at one of ours.

## Hoyt's Service, Inc. **PLANNED ADVERTISING**

80 Boylston St., cor. Tremont  
Boston, Mass.

116 West 32nd Street, New York

Leader - News Building  
Cleveland, Ohio

# The House Built On Sand

was a fine appearing structure. But the parable shows what became of it under the assaults of time.

It was the house built upon the rock that still stood firm and impregnable, long after the house with unsound foundations had vanished.

The old parable applies with disheartening exactness to the question of newspaper circulation.

How many newspapers there are which, under artificial stimulus, make a brave showing—only to crumble in the test of time.

But a newspaper whose circulation is built upon the rock of public approval, whose foundations are sunk deep in the public trust—that newspaper prospers and waxes with the years.

Such a newspaper, going daily into nearly four hundred thousand Chicago homes—not just this month, nor just this year, but *every* month, *every* year, is

## THE DAILY NEWS

*First* in Chicago

# Sales Management

A MONTHLY JOURNAL  
In the Interest of Better Marketing

Second Year

Volume Two, Number Nine

## Contents for June, 1920

HOW I WORKED OUT A SALES PLAN.....	357
<i>By George W. Hopkins, General Sales Manager, Columbia Graphophone Co.</i>	
E. C. SIMMONS—BUILDER OF MEN.....	359
"SWIVEL CHAIR" SALES MANAGEMENT.....	361
<i>By a Specialty Salesman</i>	
WHY SHOULD A SALESMAN BE UNDERPAID?.....	362
<i>By D. W. Caulkins, General Sales Manager, Iroquois Mfg. Co.</i>	
THE USE OF SPECIAL LETTER HEADS FOR SALESMEN.....	364
HOW SALES MANAGERS USE THE BUREAU OF MARKETS.....	367
<i>By Waldon Fawcett</i>	
WOULD MAKE TRUTHFUL BRANDING COMPULSORY.....	371
USE OF THE HOME OFFICE "NOTIFICATION" CARD.....	372
<i>By W. H. Tennyson, Mutual Benefit Life Insurance Co., Newark</i>	
KEEPING THE SALES FORCE ON ITS TOES.....	375
<i>By S. J. Foote, Editor "Protectograph Weekly Bulletin"</i>	
HOW I MAKE MY LETTERS PULL.....	383
<i>By J. J. Tobias, Sales Manager, Moto-Meter Co.</i>	
HOW WE DEVELOP THE SMALL DEALER.....	384
<i>By B. P. Owen, General Sales Manager, The Blanton Co.</i>	
HOW TO START A SALES MANAGER'S ASSOCIATION.....	387
<i>By J. C. Aspley, Editor Sales Management Magazine</i>	
THE SALESMAN WHOM YOU HAVE NEVER SEEN.....	391
<i>By Robert B. Moseley, Sales Manager, Merchants Publishing Co.</i>	
EDITORIAL COMMENT .....	392
<i>A Sure Way to Precipitate a Panic—A Good Time to Take a Whack at the Tipping Evil—Advertising to Restrict Sales—Painting the Service Picture—What Can You Learn from the Cod-Fish Ball Business—The Trend Toward Chinese Trade.</i>	
TRADE MARK AND GOOD-WILL PROTECTION.....	394
<i>When a Sales Agent Substitutes a Private Brand—Procedure When Using Photographs in Advertising—Registering Spanish Words as a U. S. Trade Mark—Giving Contractors Authority to Fix Seller's Trade Mark—Trade Marks Cannot Be Registered.</i>	
PERSONAL ITEMS ABOUT SALES MANAGERS.....	399
WHEN A MAN'S SALES BEGIN TO SLUMP.....	403
<i>By Eugene Whitmore</i>	
THE HUBBUB OVER THE POSTAGE RATES ON CATALOGUES.....	404
NEWS OF THE ROAD.....	406

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**Renewals:** Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

**Bound Volumes:** No more copies of Volume I in bound form are available. Orders are now being filed for present volume ready September 1st, 1920. Over five hundred pages; bound in heavy buckram; lettered in gold. Edition limited to 100 volumes. Price (when ordered in advance), \$5.00.

**News Stand Copies:** This magazine is not generally sold through news dealers. Copies can, however, usually be secured after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

**Advertising Rates:** Full page advertisements facing reading, run of paper, \$50.00 per insertion. Two-thirds page (across two columns), \$35.00; half-page special island position, \$35.00; half page across columns, \$30.00; third page, one column, \$20.00; \$2.50 a column inch. Classified advertisements, twenty-five cents per line of seven words.

**Closing Dates:** First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

## THE DARTNELL CORPORATION

*Publishers also of*

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**Member A. B. C.**

Member: Chicago Trade Press Association.

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223 West Jackson Blvd., Chicago, Illinois

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*Edited by John Cameron Aspley*



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ABSOLUTELY FIRE PROOF



## HOTEL RADISSON

SEVENTH ST NEAR NICOLLET AVENUE  
MINNEAPOLIS, MINN.

OWNED AND OPERATED BY  
HOTEL RADISSON CO.  
SIMON KRUSE, PRESIDENT AND MGR.

MAY  
ONE  
1920

Mr. J. A. Thorsen,  
Business Manager,  
Cosmopolitan Magazine,  
New York, New York.

My dear Sir:-

Our records show that the sale on Cosmopolitan Magazines at the Radisson News Stand exceeds the sale of any other Magazine. It is our observation that the Cosmopolitan is usually purchased by the educated and cultured class. Frequent and favorable comments are heard on the class and quality of your Magazine.

In our opinion, you are to be congratulated on the success your Magazine has achieved.

Very truly yours,

President and Manager  
Hotel Radisson Company.

Nearly Everybody  
Worth While  
Reads

**Cosmopolitan**

# Sales Management

A Monthly  Journal

Volume Two

Chicago, June, 1920

Number Nine

## How I Work Out a Sales Plan

By George W. Hopkins

General Sales Manager, Columbia Phonograph Company; President, New York Advertising Club

*Mr. Hopkins first became prominent as advertising manager for the Loose-Wiles Biscuit Company. His next accomplishment was correlating the sales and advertising activities of the American Chicle Company and building up an intense distribution for its products. He is active in the work of the Associated Advertising Clubs of the World, the New York Sales Managers Club, and the American Society of Sales Executives, of which he was the organizer. The remarks quoted here are from an address before the Chicago Association of Commerce on May 4th.*

**M**OST buyers are born with "No" in their mouth, even if they have an order in their pocket. You can't make the average buyer buy anything that he doesn't get a demand for over the counter. That is why sales plans that stop with Mr. Buyer usually fail. The successful sales plan should go beyond the buyer—to the clerk behind the counter. Such a plan will carry the goods through the store to the consumer. I tell my organization we are not interested in the receiving end of any retail store. The only door we are interested in is the delivery door, and so long as merchandise is going out, you must keep it coming in, and every effort of my company is now put on helping that delivery door by studying retail merchandising and getting right down to the retail clerk, who is king of the whole proposition.

### Advertising Rounds Out Sales Policy

There can't be any divorce between sales and advertising. In these days it is easy to get rid of a wife, but you can't get rid of either sales or advertising, whichever side of the story you may be in. The advertising and the merchandising today place before the public the proposition that you have to sell and the salesman that tries to sell the product without in some way getting the product in front of the buyer, or in front of the clerks, is losing twenty-three chances to one. The salesman who likes to carry a brief case is usually the salesman with a brief life.

When you appeal to a man through his eye, you appeal to 23 nerve centers, and when you start just talking to him, you appeal to one. Therefore, when you can show your product in advertising, if you can't in actual sales effort, you have got 23 chances to 1 of getting the mes-

sage over. Isn't 75 per cent of the product sold, sold through the eye? It doesn't make any difference whether it is an Easter bonnet or a suit of clothes, or even blue denim, or anything you eat, or anything you can mention.

This advertising must be sold to the salesman. He must be taught categorically, absolutely, that the advertising is reducing the cost of merchandise. I know that is a much mooted question. Nevertheless it is demonstrable.

### The Heart Story of the Product

You know advertising is a good deal like life insurance. Did any of you ever try to buy life insurance when you were sick? No. You wait until you are well. You take life insurance when you are well, but how many companies are taking advertising when they are sick? Now is the time to buy advertising, when you are right up and coming, when the business is oversold.

In salesmanship, the middle syllable is the real answer. There are only two things that are necessary in the salesman, to my mind. One is that he have an absolute love of humankind. Second, he must love his job and love it to the extent that when he kicks his first foot out of bed in the morning, he can say, "Thank goodness, I am in this town; thank goodness, I represent this company; thank goodness, it is time to get up; thank goodness, my grip is loaded with samples, and thank goodness, I have got so many customers to go out and sell."

Another thing, if you don't sell this advertising to your sales organization, they will pull it down and you will be absolutely on the wrong track. That applies particularly to the clerk behind the counter. You can take the time to tell that clerk a story—a heart story

about the product. I have the manager of our educational department with me this noon and I wish that he could tell you the story of just one record.

Last night in Detroit I saw him bring two or three hundred dealers right to the edge of the chairs simply telling them the story that was back of the music, and it was all in there, when the music played. You could see the story, the little goblins coming out and dancing in front of you. There is a heart story for every product. There is a heart story for Welch grape juice. There is a heart story for Sunshine biscuits.

### Why 90% of the Salesmen Fail

When I was with the American Chicle Company I was looking for the heart story of chewing gum. I found it, and today the American Chicle Company goods are on the counters and the clerks talking about the original discovery of chicle and its connection with the Mexican revolution. Now it took nearly six months to get the story, but it was there and there is in every business a heart story that can be put over, and when you tell it to the clerk behind the counter he likes to be Mr. Wisenheimer, he likes to tell Mr. and Mrs. Consumer something about the product that they are going to buy that they didn't know, because it puts him in a class by himself, and we all like that class.

In your advertising, whether you put it in print or not, dig up these stories and turn them over to your sales department in order that they may take them out and sell them to the clerk.

A good many sales managers operate on the basis of hire and fire. I don't like that policy; instead of firing, I like to re-fire. That is what a salesman needs. Ninety per cent of the salesmen that fall down, fall down because the sales



manager has not re-fired them with the knowledge of his product, with the proposition back of it and the love of his company and a desire to put the thing over. It comes right back to Mr. Sales Manager to re-fire, and not fire and fire.

So many of us judge these salesmen, these advertising managers and sales managers on the basis of a second guess. I will warrant there are a lot of fellows right in this audience today who are occupying the chair of the second guesser, the man who sits and sits still while you go out and try something. If you succeed, fine and dandy, I thought you would. If you don't succeed, well, you ought to have known that wouldn't work. He is the second guesser. There are a lot of these second guessers among advertisers. There are a lot of men who sit up and criticise an advertising campaign because they know what is back of it.

I put a campaign on for three months one time in the newspapers and was condemned by advertising men everywhere throughout the country, but if they had only gone back to the retailer and talked to Mr. Retailer who was saying, "It is the greatest thing to send people into my store that ever came down in my line of business," they might not have criticised in just the same way. The criticism was on the surface, but when you got down underneath you found that there was a sales policy back of the advertising that the salesmen were written into that advertising and the advertising was written to accomplish certain results for the salesmen and not simply for the general public. So be careful when you are analyzing these sales plans that you know the real story.

Another thing, we are all afraid to be first. We are all afraid to be new—two of the greatest words in merchandising. We are all too prone to play the other fellow's game. He will beat you at it if he is any kind of chap. It takes nerve to get out and be first, to plow an absolutely new field in merchandising or in advertising. It takes a lot of courage to take a thing out that never has been tried before. When I went in the music business, I looked over the advertising for seventeen years of every phonograph company in the United States. I tried to figure what the policy was. I found it. What was it? Fifteen per cent of the sales of music are so-called symphony music. Eighty-five per cent of the sales of music are so-called popular music. Nobody in the entire United States for seventeen years had ever advertised popular music. We advertised popular music. We showed the dealer how it tied into 85 per cent of his business, and today we occupy first place in the phonograph business.

There is in every merchandising or advertising plan a channel. I don't care what line of merchandising you handle, there is a channel that is cut as clean and as straight to the consumer as you can imagine. It may be a price channel. It may be a custom channel. Certain goods will sell at certain prices, and if

you get below that price, you are out of the channel.

Here is another channel. Suppose you were going to go into the napkin business and you figured, here is something new, something different. I will make an oblong napkin instead of a square napkin, and you would find every woman that went into the store and picked up one of these oblong napkins would say, although she might not know what the matter was, "I don't believe I want that. Haven't you got something different?" Then I would find the square napkin and she would buy it. There is a case where you were doing something new, but you were outside of the channel.

I had an actual experience. It is old now because I have used it so many times. It was in the biscuit business. I went into the retail store where they were selling biscuits for 9 cents a pound and not getting any profit out of it. I said, "Well, you are wrong. You are throwing your money away, if you are

doing business without a profit." They said they did not want to do business without a profit, but they had to have something to draw the people. I said, "If that is all you want, go ahead for a week and give me the privilege of offering the same merchandise with the same effort back of it the next week and I will bet you two to one that I will sell the most goods." They went ahead and sold a lot of goods and the next week instead of marking it nine cents, I marked the same product eleven cents and I sold four times as much as they did, because in the mind of the consumer the nine cents was a cut of one cent from ten, and the eleven cents was a cut of four cents from fifteen. Now you laugh at that. Go down to Massy's or some of these big department stores of the 98-cent variety and you will find that that is the psychology of it.

Then, again, if you are going to price an article, come as near a one-coin price (Continued on page 380)

## Where Do You Want to Go?

How much should you appropriate for advertising?

This is a question that cannot be answered without careful study of your production, your profits, your possible market, and what you wish to accomplish by advertising.

To fix an appropriation before making your plans is like taking money to a ticket office and asking for a ticket at that price.

## Where Do You Want to Go?

The first and most important service we render is to determine this fundamental point and start you on the most direct route for your destination.

We like to talk to advertisers on the subject of *Starting Right*, and a request for such a conference does not infer that you are about to employ us.



**GEORGE BATTEN COMPANY, Inc.**

William H. Johns, President

**Advertising**

10 State Street  
BOSTON

381 Fourth Avenue  
NEW YORK

McCormick Bldg.  
CHICAGO



# E. C. Simmons—Builder of Men

*The Simmons Hardware Company of St. Louis is often spoken of as the greatest hardware business in the world. It is the outgrowth of the original Waters-Simmons & Company founded in 1865. The present business enjoyed the distinction of being the first mercantile business in the world with a capital of over \$200,000 at the time of its incorporation in 1874. The present net worth of the business, with undisturbed earnings placed to surplus, is about seventy times the amount of its original capital or approximately \$14,000,000.*

WITH the passing of E. C. Simmons, founder and Chairman of the Board of the Simmons Hardware Company of St. Louis, the business world has lost a master sales manager. The business he left behind him was indeed a great monument to his vision and energy, but after all it was but a by-product of his still greater achievement—the organization which he built up and without which the business would have long since lapsed.

Mr. Simmons was affectionately known to his organization as "No. 8." The name grew out of his habit in early years of signing all papers with the letter "S." The similarity of this letter to the figure "8" finally led to his substituting the numeral for the letter as his signature to all house papers. The secret of "No. 8's" success in building men is found in his life-long policy of never doing or saying a mean thing. In his relations with salesmen he made every man feel that he was taking a personal interest in his success. He also had a rare faculty of maintaining good-natured rivalry among the various department executives without the petty jealousies which are common in large organizations. The keynote of his business success, which also dominated his organization, was the importance he attached to the sales end of the business. Even in the old days when jobbing was largely a matter of finance, Simmons concentrated on selling. Even to the end he asked no greater compliment than to be called a salesman.

## How He Made His First Sale

Mr. Simmons used to be fond of telling how he made his first sale.

"When I was quite a young man," he said, "I became impatient to sell goods, and one day I asked my employer if he would allow me to become a salesman. He was an old man and considered me very small and young.

"He said, 'Tut, tut, tut. Talk about that four or five years from now.'

"In those days there were no railroads, but people who visited us came by boat. Our store was on a main street, and the four hotels of the city were within two or three blocks. The people would come in at night on the boats and go to these hotels, and not being accustomed to the noise of the city they could not sleep well. Breakfast was not served until 7:30 and they used to get out and walk around town quite early.

"One day, I asked the boss to let me carry the key. He wanted to know what I wanted it for and I told him I wanted to do more work than anybody else, and

the porter did not get down early enough. He wanted to know what time I wished to get down. I told him 6 in the summer and 6:30 in the winter.

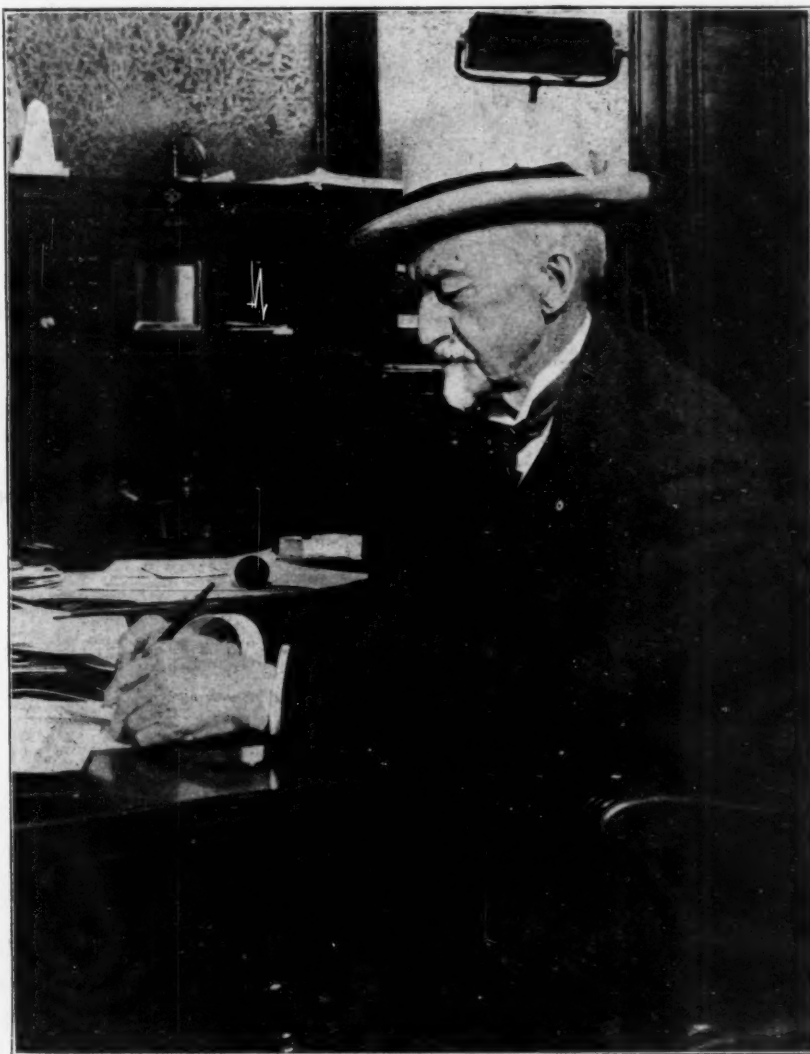
"On the first night I carried the key you may be sure I was quite nervous. It was in the summer time, and I reached the store next morning promptly at 6 o'clock.

"In a little while a man came along, and, looking around, saw a pile of grindstones in which he seemed interested. I told him I was there early because I was anxious to earn money to support my mother. He said he was a merchant from Rolla, Mo., and would buy a bill of goods from me, which he did."

It is doubtful if any business head, even among the younger and supposedly

more energetic generation, wrote more letters than Mr. Simmons did. A firm believer in the value of the personal equation in business, he wrote four or five times the letters that constitute the day's mail of an average executive. He was a remarkable correspondent. His letters will stand for many years as models of sales communications. He not only wrote an exceptionally good letter, but he was a rapid dictator and a fast worker. He never let himself get into a rut in his letters. He kept them free from generalities and from the dull bromides with which the usual business letter is loaded.

Some idea of the intimate, friendly touch which permeated his letters can be secured from a letter he wrote Norvell Saunders (who, by the way, is a



"I consider E. C. Simmons the greatest sales manager the business world has ever produced. His great success came from his appreciation of the importance of the selling end of the business.—Saunders Norvell.

Simmons-made product himself) shortly after an accident last march:

"Dear Norvell:

"I have this morning yours of the 29th ult., and to show you that I follow the precepts of my old motto—'Promptness is the essence of all good business,' I immediately dictate this, chiefly to tell you that I am getting along nicely—I do not see how I could have done better. All the troubles connected with my fall—with the exception of the broken wrist—are cured and forgotten. The next morning after the accident I shaved myself with my left hand, which was quite as steady as ever, and I never had an easier shave or a better one. I shall not tell you what brand of razor I used, but will leave you to guess. Perhaps I have mentioned this in a former letter—if so, excuse me. I was rather proud to have a steady hand after such a shock as I had had the night previous.

"My next duty was to get out a general letter to the salesmen, telling them just how the accident occurred, and that I should be a cripple for a few weeks—after which I expected to come out 'as good as new.' Somehow or other, the boys seemed to think that I put more 'pep,' 'vim' and 'ginger' into the letters written immediately after the accident than I ever did before.

"By the way, I suppose you remember that some years ago I used this expression in one of my general letters—'Keep your black cats in the cellar,' and then went on to explain that a number of salesmen had a faculty of having a 'tale of woe' to relate to their customers; the baby was sick at home; the mother was overworked; Jimmie had the measles; the roads were horrible to get to this place; competition was the worst ever known—business was dull, and all that sort of thing.

"I am sorry I cannot write you as interesting a letter as you have written me, because yours is unusually interesting; still, I 'visit back with you' in this to the best of my ability, as a quick response and without the slightest attempt to gather any matter for the letter; in fact, I commenced dictating this within three minutes after I had finished reading your letter.

"Let me hear from you as often as you can—your letters are always interesting."

#### When a Customer Quit

One policy in particular followed by Mr. Simmons in all his dealings with customers that is worthy of mention here was to impress upon his salesmen that when a customer quits for any reason to emphasize the point in talking with that customer **THAT HE WAS THE ONE WHO DID THE QUITTING** and that the Simmons Hardware Company would always be glad to have that customer back. Something of the same attitude was carried into his relations with salesmen he found it necessary to discharge. An old employe tells of one case where Mr. Simmons discharged a salesman. After leaving Mr. Simmons' office the salesman came over to Mr. Norvell, at that time sales manager for the company, and took a seat at his desk. He sat for a few moments in deep thought; then he said: "Dog-gone it, I would rather be fired by No. 8 than hired by most men." It should not be thought from this, however, that Mr. Simmons was one of the kind who are forever hiring and firing his salesmen. On the contrary, he was a great believer in the principle that to fire a man is as much a reflection on the sales manager as it is the salesman. It was characteristic of his nature that once a man had won his confidence and friendship

it was not easily lost. In spite of the fact that Saunders Norvell started the Norvell-Shapleigh Hardware Company, after twenty years' service under Mr. Simmons as stock clerk, salesman, sales manager and finally as vice-president, and for several years was in active competition with him in the same field, that fact in no way influenced Mr. Simmons' friendship for Mr. Norvell. How many men are there who would feel the same under the same conditions?

Mr. Simmons grew from a local celebrity into national fame when he put out the first full line of high-grade hardware under a brand name—he called it the "Keen Kutter" line. He started the line with the "Keen Kutter" ax in 1870 and steadily pushed the brand to success through fearless advertising and sound merchandising. Unlike most

jobbers, he appreciated the importance of consumer demand, and it was characteristic of his reasoning to approach any sales problem from three angles, first the consumer, second the retailer and third the manufacturer. He is survived in the business by three sons, W. D. Simmons, E. H. Simmons and G. W. Simmons. Mr. Simmons himself retired from the active management of the business twenty-three years ago while still in the prime of life and became chairman of the board of directors. However, his interest in the business never flagged. With the exception of when he was in Florida during the winter he kept regular hours at the office, coming down promptly at 9 o'clock and working through until 3 in the afternoon. At the time of his death he had just rounded his eighty-first year.



## Exclusive Service

This agency is probably no more virtuous than a good many other advertising agencies, but unlike some of them we will not serve competitive concerns

Because—

We cannot sidestep this inevitable dilemma:

If we have two accounts of the same nature and work out a keen idea, which of the two should get it?

We seek accounts of advertisers who want and will appreciate the personal service which we give.

We shall never strive for a large number of accounts or mere volume of business. We prefer to develop a few advertisers rather than spread our efforts over many.

*If this is the kind of an advertising connection you are seeking, why not learn more about us? Write or phone for an appointment.*

### GREIG & WARD

INCORPORATED

*Advertising*

104 SOUTH MICHIGAN AVENUE, CHICAGO



# "Swivel Chair" Sales Management

By a Specialty Salesman

*One of our subscribers has objected to what he calls our "coddling" the sales manager. He writes: "You seem to take the attitude that the sales manager is a little tin god and the salesmen are little angels fluttering about." So we found a hard-boiled salesman who had a lot of experience with hard-boiled sales managers and gave him carte blanche to do his worst. He did. And here it is. It may not take a prize for pure English, but we think you will admit there is a lot of horse-sense in it.*

IT was one of those Saturday afternoon parties.

About a dozen regular fellows were in my room—a couple were shooting craps on my bed, another using my phone and forgetting to kick-in with the nickel every time, and still a couple of others busy telling each other how much "dough" they were making. Then there was the usual three or four serious-minded fellows who were "talking shop." One of the most talkative was a salesman for one of the big packing houses. Being only a few weeks before Easter, he had just received a big circular about the size of a young circus poster from his house. "Just look at this thing, won't you: reproductions of the ads my house is running as a part of their three-million-dollar advertising campaign. That's all right, I believe in advertising, but just listen to this letter they send along with it—it's an insult to salesmen." The letter read something like this: "We are sending herewith reproductions of our advertising which is appearing in color pages of all the leading general and women's publications. This advertising is going to make our meats mighty easy to sell. Every dealer will gladly stock up heavily to meet the demand that this campaign is sure to create. A total of nearly fifty million readers will be reached by this advertising."

## It's Great to be a Salesman

"Well, what do you think of that? Why don't they just let the dealer send in his order if this wonderful advertising is making our meat so easy to sell? What do they need with me or any other salesman? The bird that wrote this letter never sold a nickel's worth of beef in his life. He don't realize that all the other companies are doing as much or more advertising than we are. 'Easy to sell!' Why don't he come down here and see for himself and just sit by and see the dealers all go hog-wild over this beautiful picture of ham and eggs for Easter breakfast? Personally, I don't eat Easter breakfasts—I'm asleep, along with about 90 per cent of the rest of the male population. The women folks are too busy on Easter morning to think about anything but Easter bonnets, so they don't care whether the old man gets 'Extreme,' 'Petrified' or 'Prize' Brand meats. I believe in advertising, as I said before, but it does get me sore to see the way those pencil pushers up there in Chicago want to hog all the credit for their advertising. They want to make it appear that salesmen are merely glorified messenger boys running from store to store holding up these pretty pictures for the dealers' delight and taking down his or-

der as he stands there hypnotized with all the glory of our advertising campaign."

"Say, you make me sick," chimed in the overall salesman from one corner of the room; "you think just because you're in the meat business that you can 'beef' forever. You ought to see the bunch of ossified old grannies we have in our home office. Have you ever made Wesston, that little burg south of Memphis on the I. C.? Well, you know its been dead for years. Just after the Civil War some bird up and builds a big cotton mill there, only to have it go broke and shut down, leaving nothing for the town people to do but starve or move—they moved. Well, look at this letter I got today from some upstart in the home office who only signs his initials, but requests that the reply be directed to the "Statistical and Research Department." He springs the gentle news that he has noted I am not getting any of the big mill trade in Wesston—'suggests' that I ought to grab off about 40 per cent of this overall trade that is sure to be there on account of the big mill. Why, man, the liveliest thing in Wesston is a vacant house—one train a day stops there, and then at 3:30 A. M. to pick up the can of milk."

"Well, I wrote the old boy to go out and spend a dollar for a new geography and get the latest dope on Wesston. Wish I had a picture of the mill he gets so excited about—grand old wreck that it is, not a window pane unbroken, and weeds growing up through the cracks in the cement driveway."

## A Terrible Affliction

As a matter of fact, this overall salesman did get just such a letter from his house, and the story he told about the mill is true. The crap game is dying out and the chap using my phone has called up every Jane he knows with no results and he is not feeling any too joyous over the prospects of a movie for Saturday night. So he gets into the discussion: "Fellows, I, too, am afflicted with one of those swivel chair sales managers. He thinks I ought to read his ginger letters and go right out and set the town on fire. My line is stoves, and you all know down in this territory all you can sell is cheap sheet-iron heaters. In this territory where you can sit on the front porch nine months a year a stove simply don't have to rank with the Victrola, the parlor lamp and piano in point of beauty. Most every week I get a letter from the sales manager calling me for not selling these big fancy base-burners like they use up North. Ten years ago when I came into

this territory from Michigan I did sell a few—they are still taking up room in the dealer's basements. Last year when I was making Central Texas he comes over with a regular ginger letter hoping that my sales will show a big increase on account of me being down here in Texas where everyone is making so much money out of oil. He couldn't take the time to look up the territory and see that our Southern Oklahoma man makes all that Texas oil country and that there wasn't a single honest-to-goodness oil well in my whole territory. I stand pretty well with my trade, even if I do say it myself, but he don't think I take advantage of it. He says, why don't you use your prestige with your trade to sell our higher priced models? Well, the way I got this said prestige was because I don't sell them stuff that they can't sell. I wish he would come down in this territory and see what I am up against. He has never been south of St. Louis and he was there once to the stove makers' convention or something."

## Times Have Changed Since Then

I have given you the substance of the afternoon's conversation by these men who think they have a right to be peeved. I realize they are small things, but they cut nevertheless. I hope it gives some sales managers a little food for thought. Especially the ones who stick close to the office and don't travel around and see what's going on in the country. Why, I know men today who haven't been over their territory in fifteen years and they still have a mental picture of how those towns looked fifteen years ago when they "made" the territory themselves.

Only the other day I met a sales manager in a Pullman car and he asked me about a certain town out west. I learned that he had not been there in many years and then only passed through the town on his way to Mexico on a hunting trip.

I received a letter from the boss the other day and he wanted to know why I didn't sell more of a certain number in my territory, as I had such a big business on it in one certain town. Well, he doesn't know it, but that one town is a freak town so far as our line is concerned. The one brand that we have that sells so well there is all the business we have. The town is peopled with well-to-do Swedes—regular colony of them. It is more typical of Minnesota than my territory, and that's the reason this brand sells there. Yet the boss is getting all excited about the matter and can't understand why this brand will not sell elsewhere in my territory.



I believe that most salesmen welcome all kinds of suggestions, advertising and information, but it's the way some firms hand it out to you that gets you peeved. I know men who spend considerable of their own money on various expenses simply because they don't care to unwind a lot of red tape to explain why it was necessary. I know there are lots of salesmen that make several dollars each week by juggling expense accounts, but these grafters soon hang by their own rope, yet some firms insist on receipts vouchers, etc., for every nickel we spend. Never will forget the calling down I got once because the sales manager said that it was impossible for the livery man in three different towns to write so nearly alike. Matter of fact, I drove with a shoe man and he signed my vouchers and I signed his, and my old man noticed them because I happened to send in three days' reports all at once. I had been doing the same thing for years and he had not noticed it. No, I had not been padding my expense account, but I just didn't have the crust to let it be known to every livery man that I had to get a receipt for his bill. Now that I have a weekly allowance for my car it is much more pleasant.

I notice lots of fellows sitting up way late every night making out all kinds of reports. I wonder just how carefully these reports are read. It often occurred to me that no sales manager could read all the dope some men have to fill out on report blanks. Wouldn't just a short general summary of condition in each town do just as well? Seems to me that the day's sales are a mighty good report anyhow. If he got no business one of two things is certain—he loaded them all up the last time or some competitor is outstepping him. If there is plenty of business why worry whether one other brand has 76 per cent distribution or some other brand has 29 per cent distribution? Nine out of ten men who talk well are poor writers. The average salesman can talk fairly well, but that doesn't mean that he can shake a wicked Corona, and I think it is asking too much of them to demand all the reports that some houses are adopting.

"It has always been a pleasure to recommend SALES MANAGEMENT. I have occasion to do this every day or two. You are really doing the business of salesmanship a tremendous amount of good. Every wide-awake and progressive sales manager should be a subscriber to this magazine, and lend their support to spread its influence."—J. M. Fitzgerald, M. D., Vocational Counselor.

"We wish to state that SALES MANAGEMENT is to us the same as our family Bible. We look for this issue regularly each and every month."—B. P. Owen, general sales manager, The Blanton Company.

"The April issue is now before the writer and he finds it as full of interesting and helpful articles as those which have preceded."—A. B. Holmes, The Diamond Match Co.

# Why Should a Salesman Be Underpaid?

By D. W. Caulkins

General Sales Manager, Iroquois Manufacturing Co., Cleveland, O.

*The following thoughts were a result of an article in our May issue entitled "Are Salesmen Overpaid?" This article pointed out how the cost of living was provoking a spirit of unrest among sales workers and made some concrete suggestions for meeting the situation. The letter is published here as reflecting the general attitude of our readers that the salesman is the master of his own pay envelope and the right kind of a salesman automatically fixes his own wage scale.*

**W**HY should a salesman be underpaid? Is it not his own fault that he is? Is it not up to himself almost entirely as to what his income will be? Is a man considered a really honest to goodness salesman who will work under a salary basis? Salaries are based upon the percentage of profits and if they exceed the percentage, the salesman loses his job, and again, if he turns out to be successful, he does not get paid for all he earns, therefore, an honest to goodness salesman does not want a straight salary position.

When a salesman applies for a position on a salary basis, he knows that he cannot sell goods, as the good salesman will have nothing but a commission account because he relies upon his own ability to make more money by this arrangement. The better the salesman, the more favorably the commission proposition appeals to him.

## Salesman Controls His Earnings

In the first place, selling personal service is the highest form of salesmanship; hence, the skill and the judgment exercised in that direction must necessarily govern the selection of the line, the lucrativeness of the terms and the opportunities for future advancement. The methods in vogue for compensating salesmen may be, for the sake of brevity, classified under three general headings:

1. Straight salary with expenses advanced.
2. Straight commission with a stipulated drawing account.
3. Salary, expenses and a commission or bonus on sales in excess of a defined monthly quota.

The salesman must possess sufficient business acumen to decide which of the three general plans outlined will yield the most attractive income as the result of his initial efforts and present the best opportunities for future enhancement.

Let us consider, briefly, the means adopted by the average salesman who seeks a position.

The common practice is to submit a written application in response to an advertisement. Your application, or mine, is only one among many answers to the advertisement. If my application lacks character and force, is evasive or conveys an impression of insincerity, omits clear-cut information specifically called for in the "ad," what's the logical sequence?—The waste-paper basket.

If your application is ignored, I venture to assert you are solely to blame

simply because it failed to appeal or win for you the favorable attention extended to your more fortunate rivals who responded to the same ad.

Let us now assume you secured the position, after reaching a mutual agreement as to terms and territory. The next major operation spells Success or Failure.

Your contract with the house provides for a guaranteed salary, in fact you insisted upon the house assuming the full risk of a financial loss in the event you failed. Your success exceeded your expectations and, in the course of time, you begin to realize that you are not receiving a salary commensurate with the volume of your sales. Granted your conclusion is correct, nevertheless isn't the house entitled to an additional increment to compensate them for assuming the entire risk? Isn't it logical to suppose if the risk was split fifty-fifty, you could obtain larger remuneration by acquiring a more equitable share in the profits created by your industry?

I contend that any arrangement which provides for a reasonable salary and liberal bonus on an excess sales quota with expenses advanced is the ideal working plan for an ambitious salesman.

## Real Salesmen Needed

There is a greater demand for salesmen than ever before, because the war conditions depleted sales forces all over the country. Now, when I use the word "salesmen," I do not mean "order takers." I mean the trained salesmen. Men who possess magnetic personality, who are ambitious, forceful, aggressive and can show initiative. Men who know how to size up the prospect and make the proper approach, gain the attention, get him interested and obtain his confidence, then create the buying desire and lead him up to making the decision and persuade him to sign the order.

These kinds of salesmen know that salesmanship is more profitable than most other lines of work because it is creative and constructive and calls for the best there is in a man, dealing with human nature, and as a result, the remuneration is as big as the man himself.

Men of that caliber, by reason of their practical experience in selling and knowledge of human nature in handling people, are chosen for business executives and sales managers.

"Responsibility is the best teacher."



## *Slow sales for three years— oversold in four weeks*

For three years the Stanley Vacuum Bottle sold slowly.

It was used by great explorers and noted sportsmen—by a limited class of men who make a study of fine equipment. All the transatlantic aviators, British and American, carried it.

But the American public as a whole did not realize that the Stanley Vacuum Bottle was different from all others—that it was made of steel and was absolutely unbreakable.

In spite of definite advantages, this splendid product was not winning its share of the market.

Then the manufacturer decided to tell American

consumers about his product through the newspapers.

An advertising campaign was prepared to run in the Rotogravure sections of the Sunday newspapers.

The big news story of the Stanley Bottle was driven home: *"It will not break."*

Running only during four weeks this campaign produced a swift, widespread response. The factory was oversold.

In this successful campaign, as in many others, the J. Walter Thompson Company worked with the manufacturer to establish the central selling thought and to present it in a forceful way best calculated to build rapid increase in sales.

***"It will  
not break"***

J. WALTER THOMPSON COMPANY  
*New York*

Chicago    Boston    Cincinnati    London

# The Use of Special Letter Heads for Salesmen

*While special letter heads and stationery have been in use for some time by the larger concerns, mainly as a matter of economy, it is only recently that the sales stimulating value of the special letter head has dawned on the sales manager. In this article several different kinds of letter heads are described, one or two of which may suggest to you some sort of a letter head that will help you solve some bothersome problem in connection with managing your men.*

There seems to be a growing tendency among wide-awake concerns to get up special stationery for use in writing the salesmen. It takes a little time to do this, and it costs a few dollars more than if the regular stationery was used, but it is the opinion of sales managers who have followed this plan that it pays big dividends.

One suggestive letter head of this kind is that used by Holcomb & Hoke to sustain interest in special contests. This concern puts on a different contest every month, and a new letter head is designed for each event. They are usually printed

in different colors, a specimen of the May letter head being shown here. The George F. Eberhard Company of San Francisco prints an appropriate cartoon on the letter head each month, selecting a cartoon that has a general "trade-up" tone rather than one which contents itself with "taking a fall" out of the sales force and letting it go at that. These cartoons are changed from time to time, as the supply of letter heads is replenished. Still another plan is used by the Samuel Ach Company of Cincinnati. This concern has a stock salesman's letter head printed, the letter head itself

consisting of a set of outline stars down the margin. These stars represent the "star" salesmen for the month, the names of the most successful salesmen being multigraphed in the stars every month. This is a simple and inexpensive idea which may appeal to some of our readers. There can be no doubt that a salesman will take a great deal of pride in seeing his name carried at the top of his concern's letter head for the month, and by so doing the men are unconsciously spurred on to continued achievement.

This same idea has been carried even farther by the Street Railways Advertising Company, who at one time had special lithographed letter heads prepared every month, with the actual likeness of the winning salesmen grouped on the letter head in colors. These letter-heads were used by the company on all its correspondence so that as a result of making his quota a salesman not only won a substantial cash prize, but he received a good deal of favorable publicity besides. A similar idea has been worked out by the Addressograph Company of Chicago, who use, for general business purposes, a letter head on which a line of Addressograph salesmen are shown coming toward the reader, each salesman carrying a small hand addressograph. The salesmen used for the letter head were members of that organization's Hundred Club. The letter head had a decided advertising value, as well as serving as additional recognition for work well done.

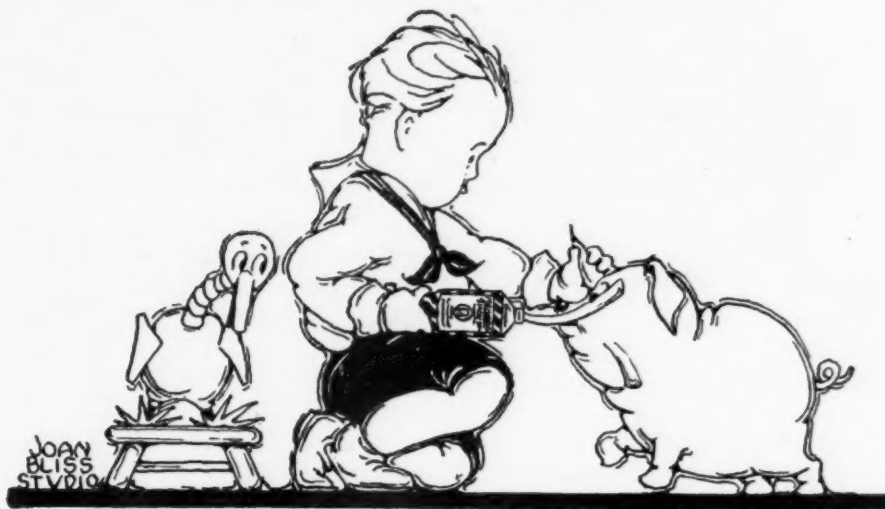
By imprinting some special message to salesmen on the regular letter heads it is possible to concentrate attention on some product that the management wishes pushed. This plan is frequently used by wholesale houses. A sales manager for one of the large packers relates that he increased the total sales of a branch forty per cent in one year by this simple expedient. He felt that the reason the salesmen did not sell larger bills of specialties was because they did not know how to sell them. So he put on a special drive for a new product every week, and by hanging up a worth while prize got the men interested. During the year, he covered about fifty profitable specialties in this way, with the result that at the end of a year the men had a first-hand speaking acquaintance with a number of items which otherwise they would not have known how to sell. During the week he had special letter heads printed with a cut of the product in the lower part, and opposite it a box in which he multigraphed daily "ginger" messages about the results to date. The space above the box was used for the message itself.

The plan of using special letter heads with a detachable coupon on the bottom for use by the salesman in acknowledging receipt of communications from the office has already been mentioned in these columns. This is an old, but very effective, way of getting the salesmen to acknowledging receipt of important bulletins and letters. By using a number on the coupons, it is possible to keep a checking list, so that you can tell at a glance which salesmen have not acknowl-

(Continued on page 388)







Send for these two book-lets: "The Message of the Months", and "Baby's Biography." Free for the asking.

Dear Borden Milk:

My daddy sells shaving cream. Mennen's. He says so many, many men use it, it must be the best they can buy. Well, I'm not old enough to shave but I am old enough to eat, all right, and I think Eagle Brand must be the best milk for babies 'cause my daddy's mother fed him Eagle Brand when he was little like me. And now he's some salesman. So my mamma gives me Eagle Brand, too, and I like it. It has made me strong and chubby, you bet, so maybe I'll be a big salesman like Daddy too, sometime. I guess you sell a lot of Eagle Brand for my mamma calls all the healthy, good looking babies "Eagle Brand Babies" and I see an awful lot of them in the park. If you will save a job for me I would <sup>like</sup> to sell Eagle Brand when I get big enough to wear long pants like Daddy, 'cause I think every kid should be well-fed.

Jim Henry, Jr.

## THE BORDEN COMPANY

Borden Building, 108 Hudson Street  
New York

# Selling Through Dealers With Mail Order Copy

THE far-reaching effect of the right kind of copy is graphically shown by the experience of one of our clients whose product is sold through druggists.

First we found what we thought was the right appeal behind the product. Then, instead of following a long established precedent, we drew up a schedule based on sizes of copy which we had found best for mail order advertisers in over 60 different lines of endeavor.

The copy was written along tested lines. One city was selected as a try-out. Not a salesman was used—only the copy.

During the first week the demand from druggists and jobbers showed clearly that the product had taken hold.

At the end of the first month, sales had exceeded advertising expenditure, with repeat business and good will purchased at no expense. The product, which sells for \$1.50, can be obtained at any druggist. New cities are being opened as rapidly as production can be increased.

In this case, copy secured distribution. Investigation has shown that there is practically no substitution. The sales possibilities have proven quickly and economically. And the risk has been practically eliminated.

This is but one instance of many which prove the real power of mail order copy in selling through dealers. And this ability to tell a story that "gets across" with the public comes to us as a result of our wide experience in selling by mail.

MAIL order advertising allows of no compromise. Either it pays or it doesn't. Results are definitely traceable. And this agency has grown because its mail order clients have grown. Now we are simply adapting mail order methods to products sold through dealers. And results show the soundness of these methods.

This does not mean that our advertisements lack in beauty or character or impression-value. Instead, where art work is needed we purchase the finest available. Where special composition is required we employ recognized leaders in typography. But these things are incidental to copy. For we have found that copy is the biggest thing, by far, in advertising. It is, in the final analysis, what actually sells a product.

It costs no more for space to publish the kind of copy that creates ten new customers than it does to circulate copy that produces but one new customer. Copy can easily make this difference in results.

"The Tested Appeal in Advertising" is the title of a little book which, we believe, treats advertising in a way that should be of the deepest interest to any executive who is interested in the results his advertising is producing.

A request for this interesting little book creates no obligation. Please use business letterhead or enclose business card.

**RUTHRAUFF & RYAN**  
INCORPORATED  
**ADVERTISING**  
404 FOURTH AVENUE at 28th ST. NEW YORK  
CHICAGO: 30 NORTH MICHIGAN BOULEVARD

# How Sales Managers Use the Bureau of Markets

By Waldon Fawcett

*This is the second of a series of articles appearing in SALES MANAGEMENT showing the kind of co-operation and help which our readers can secure from various government bureaus. The first article was entitled: "How Sales Managers Use the Bureau of Standards," in the April issue. Mr. Fawcett enjoys an intimate first hand knowledge of how the wheels go around in these various bureaus and we are sure that if you will follow this series closely it will be of real help to you in saving lost motion in your dealings with federal departments.*

IF a sales manager has an imagination, the very ring of the title, U. S. Bureau of Markets, conjures up visions of aid and information of the most practical character. But this is a case where not all is in a name. Like a skyrocket coming to earth, the hopes of the uninitiated marketing executive are apt to be dashed when he learns that the vision of the U. S. Bureau of Markets is restricted to the agricultural field and that its activities deal primarily with the marketing of farm products by producers rather than with the marketing of manufactures and city-made services to farmers. For all, though, that the U. S. Bureau of Markets has its limitations, the fact remains that it is susceptible of worth-while constructive assistance to the average director of sales and a steadily increasing number of go-getters are regularly turning to this "source" just as a growing contingent makes practical use of that other instrumentality, the U. S. Bureau of Crop Estimates.

## The Standardization of Containers

To jump into the middle of our subject for the sake of picking out a particularly timely illustration it may be cited that sales managers for a wide variety of packaged products will find that their marketing processes will sooner or later and indirectly if not directly be affected by the current program of the Bureau of Markets for the standardization of the containers and the packing of farm products, a movement that is, at the moment, reflected in new legislation in Congress. Indeed, it is the Bureau of markets, more than all other governmental agencies, that is responsible for converting the farmers of the nation to the modern school of salesmanship and that has thus nurtured in what would, a few years ago, have been regarded as a most unlikely quarter, a demand for printed forms, labels, wrappers and direct-mail paraphernalia.

Sales managers whose product involves cotton as an ingredient or whose selling operations are staged in a field where King Cotton rules, have learned long since to look to the Bureau of Markets for first aid. Cotton handling and marketing investigations comprised one of the initial undertakings of the Markets Bureau some seven years ago and the scope of the work has been gradually widening ever since. All the commercial processes involved in the handling, marketing and utilization of

cotton have been constantly under scrutiny and the bureau has seldom been stumped by any question put to it by a marketing executive.

The first-hand information that the Bureau of Markets has placed on tap for sales managers has included intimate information as to the comparative commercial value of different varieties of cotton and the proper application of commercial standards of cotton. Experiments are made to ascertain the relative commercial value of pure-breed varieties of cotton and the effect of various methods of ginning and compression upon cotton fiber. Indicative of the practical manner in which the Markets Bureau has gone after information there may be instanced series of spinning tests on different varieties of long-staple cottons, the results of which have been open to sales managers who desire to secure inspiration for factory policies or talking points for use by salesmen who are called upon to discuss the technicalities of cotton products.

## Data for the Asking

Just as with cotton, so with various other commodities the lore of the Bureau of Markets is a treasure trove for the sales manager who happens to be so placed that he can make use of the specific data involved. To pick, at random as we might say, another quest that sheds sidelight for sales managers within range there may be instanced the study of the marketing of dairy products. In this quarter the information that the Bureau of Markets keeps on file—continually revised to date—includes data on the agreements under which dairy products and substitutes are sold, quotations and quotation systems, and last, but by no means least, brass tacks information on the cost of marketing. By like contact may the sales manager whose interests are involved turn to the Markets Bureau for inside information upon the marketing of grain and hay, seeds, fruits and vegetables, meats and animal by-products, etc.

While the above-catalogued resources of the Bureau of Markets and others along the same line are obviously of tremendous value to the sales managers whose wants are in line with these respective forms of specialization, the service of greatest benefit to the whole body of sales managers is that which the Markets Bureau is in position to render, thanks to its project on "Market Busi-

ness Practice." This work was inaugurated some years ago, but its possibilities for everyday sales managers have been somewhat obscured by the popular impression that it dealt only with co-operative marketing, distributing and purchasing. Co-operative marketing activities have, confessedly, received a large share of attention. And, by the by, it is worth while to refer in passing to the fact that not a few sales managers have found that the Markets Bureau is an excellent oracle for the answer of almost any question on co-operative merchandising. But co-operative practice by no means represents the full scope of the Federal survey of market business routine. All sorts of marketing agencies have come in for examination not only in their individual capacities, but in their relation to one another.

## Courses in Marketing Practices

What the sales managers who have been "wised" to ask for it are getting from the Market Bureau on this count is a deal of inside information as to the accounting systems, auditing methods, etc., that have been developed as a means of making marketing machinery operate smoothly. All this has been a means to the end of enabling the Markets Bureau to evolve original accounting systems and codes of business practice that will increase efficiency in the marketing of farm products. Plainly it is not the intent of the Markets Bureau to attempt to tell anything on this score to the highly perfected selling organization in the commercial field. Rather is it volunteering advice for the small selling organizations in the commercial field. All the same, the sales manager, however sophisticated, who does not scorn the source, may pick up hints here and there from the Market Bureau's "correspondence courses" in marketing business practice. At least, the sales manager may, by contact with this division of the Department of Agriculture, ascertain what principles of marketing are being inculcated in American farmers and may thereby surmise what considerations will influence these self-same farmers in their buying.

By way of indicating the scope of the work of the Markets Bureau in this quarter, it may be recited that Uncle Sam's specialists on market business practice have worked out and made available to all interested parties systems of accounting covering fruit associations,



farmers' elevators, co-operative stores, cotton warehouses, country creameries, lumber yards, etc. Hand in hand with the effort to place all marketing processes on a sound, business-like basis there is in progress, under this project, a study of the economic principles involved in the operation of all business units engaged in marketing farm products in order to ascertain sources of waste and to ultimately suggest means whereby the waste may be eliminated.

Even if an experienced sales manager feels that the Bureau of Markets has little that is new to offer him as a result of its studies of modern merchandising methods such as advertising and salesmanship applied to the marketing of agricultural products, he will not ignore the evidence that, with respect to certain phases of practice, the Markets Bureau is peculiarly fitted to "get the facts." A case in point is the sale of goods on a commission basis. The Bureau of Markets is just now going to the bottom of this proposition and it can scarcely fail to unearth some facts that will be of interest to sales managers who sell or whose competitors sell on the commission plan or any equivalent arrangement. There is rich promise of ultimate information for sales managers in the arrangement whereby data as to costs of doing business will be gathered from the various marketing agencies using the Bureau of Markets uniform systems of accounts. From this data, when it is fully in hand, it is planned to evolve sets of average costs that will serve as a guide for sellers and distributors and will afford a basis for perfecting economies in marketing operations.

Any sales manager who, from his own standpoint or with an eye to the competition with which he is confronted feels an interest in direct selling, so called, has ample incentive to keep in touch with the "direct marketing" activities of the Bureau of Markets. The avowed purpose of this branch of the Federal institution should be sufficient to cause the average sales manager to take notice. It specified the object of the direct marketing activities "to determine the feasibility, both from a physical and economic viewpoint, of marketing products by parcel post and by express from producer to consumer direct and to ascertain the best methods to be used." The beauty of this investigation, from the slant of the sales manager looking for light on a controversial subject, is that the findings are based not on theory, but upon experimental practice.

In order to get a bead on direct marketing under actual conditions, the Bureau of Markets specialists have made a number of experimental shipments of various commodities. Field studies have been made to ascertain the determining factors for the success or failure of distribution by parcel post and by express. The beauty of all this is that, whereas the Post Office Department may be prejudiced in favor of the parcel post, here is an authority of whom the sales manager may ask ques-

Bureau of Markets would see anything for himself in the incident. All the same, a few sales managers have already demonstrated that information of a thoroughly practical character may be drawn from the research and experience of Uncle Sam's traffic experts. Broadly speaking, the purpose of this phase of the work of the Markets Bureau is to inform carriers as to the greater needs of shippers in transportation service and to bring shippers to a better understanding of their rights,

duties and joint responsibilities with carriers. Concretely, however, this subsection of the Markets Bureau has addressed itself to such tasks as the promotion of better parking and loading and the use of better packages. It is in this wise that it is getting very close to some of the worries of the rank and file of sales managers.

The market news services of the Bureau of Markets are the features of its work regarding which we find most frequent reference in the newspapers, but most sales managers, though thus conversant with the existence of this many-sided reportorial system, have been wont to dismiss it from consideration as something calculated to benefit only commission merchants, etc. Business men who have not jumped to this conclusion are, however, drawing dividends right along from this one of Uncle Sam's investments. It is patent that the sales manager whose line embraces canned fruits and vegetables has reason to keep his ear to the ground for market news on

fruits and vegetables, but would you suspect that this same service is enabling certain far-sighted marketers of soft drinks to take time by the forelock? And would you dream that certain sales managers for farm tractors have turned to account, on occasion, tips that they obtained from the Markets Bureau to the effect that hay and feed prices were headed skyward, thereby narrowing the gap between the cost of upkeep of farm horses and steel mules. It is tolerably well known that the marketers of nut butters, etc., found some of their inspiration in market reports that showed an impending shortage of dairy products, but it is not so well known that sales managers for sole leather substitutes have planned their campaigns in sympathy with the anticipation of hide supply that they derived from a perusal of the live stock reports of the Markets Bureau.

"He that will not be counseled cannot be helped." (Higgins.)



tions as to the advantages and disadvantages of parcel post distribution, with every expectation of receiving an impartial, comprehensive answer based on actual tests under the precise conditions that confront the everyday user of the service. The fact that the Bureau's adventures in direct mail marketing have embraced extensive trials in the shipment of eggs by parcel post would seem to qualify the specialists at the Markets Bureau to speak authoritatively on all questions of wrapping, packing, etc., involved in the transmission in small packages of fragile wares of any kind. Similarly, experiments in the shipment by mail and by express of cane sirup and maple sirup have fortified the markets experts with convictions and evidence as to the proper containers for liquids, etc., that are to be entrusted to the country's package transportation agencies.

Not every sales manager seeing "Transportation and Storage" assigned as one of the responsibilities of the

## THE WORLD PLAN

Advertising must be made to pay.

The problems of copy and media are well in hand. Concentration upon one over-powering selling argument in copy, concentration upon media covering chosen markets seem to constitute the present-day "best practice."

(1) But too large a percentage of the average appropriation sells competitors' products—the result of poor distribution.

(2) Too large a proportion of the sales made (in theory) by advertising are never completed.

Too much repetition is necessary to induce the public to demand an article. The freight rate becomes higher than the traffic will bear.

### The Remedy

Accordingly we must (1) make it easier to get adequate distribution before advertising is released, and (2) we must overcome the inertia of readers of advertisements.

There is only one way to accomplish this. We must secure dealer co-operation; encourage the retailer to believe promises of advertising; induce him to display and say a friendly word for merchandise that is locally and adequately advertised.

### The World's method of procedure is

(1) To study the local market, both consumer and dealer.

(2) To investigate market possibilities for the prospective advertiser.

(3) To educate the dealer to better merchandising methods and to a belief in the profits in advertised merchandise. This is the object of our monthly trade paper, *The World Retailer*.

(4) To encourage adequate merchandising by supplying sectional maps and route lists and an "Introduction to the Dealer" for the use of the salesmen of the manufacturer who will sign a non-cancelable and adequate advertising contract.

(5) To discourage requests for service that is clearly not within the province of the newspaper such as selling goods or other canvassing, or the payment of bills for printing and postage.

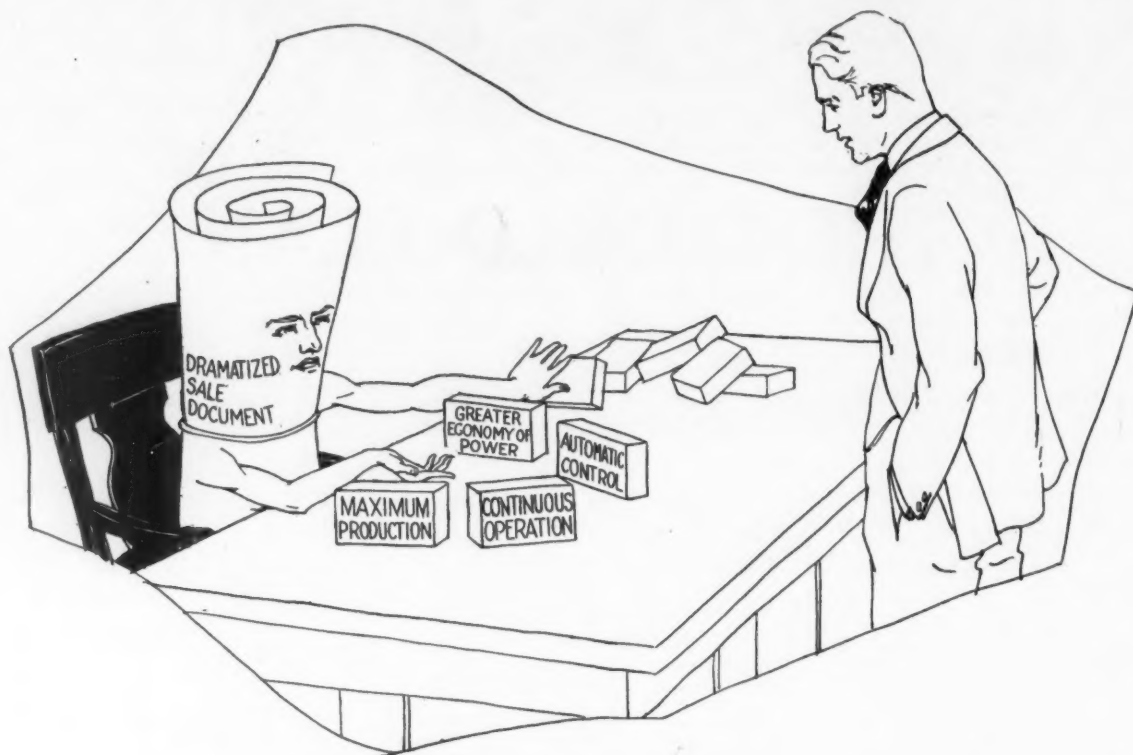
The sales forces of a dozen advertisers are using The World Plan simultaneously. We shall be glad to go into detail with any one interested, upon request. Visitors from out of town are warmly welcomed.

*Try advertising in newspapers by the year*

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**THE NEW YORK WORLD'S MERCHANDISING DEPARTMENT**  
Mallers Bldg., Chicago      PULITZER BUILDING, NEW YORK      Ford Bldg., Detroit

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## In the *Dramatized Sale Document* Your Sale Points Are Classified

Bert L. White "Dramatized Sales Helps" classify your sale points—emphasizing the strong, putting aside the weak.

This method produces a finished selling document which conforms with the Law of Attention Getting—*gets* and *holds* the reader's interest.

It drills into the buying consciousness by presenting your dominant sale points from the buyer's viewpoint with *dramatized vigor of action*.

It senses the buying motive—*creates desire, stimulates sales*.

You want SALES. We can get them for you through our Dramatized Sale Document.

### Bert L. White Company

Originators and Producers of  
"Dramatized Sales Helps"  
(Reg. U. S. Pat. Off.)

Office and Plant: 1215 to 1227 Fullerton Avenue  
Chicago, Illinois



# Would Make Truthful Branding Compulsory

*Sales managers should follow closely the current desire in Washington to enforce cost marking and the identification of merchandise. Such legislation is already in force in Italy, and the Department of Justice of this country, presumably at the instigation of the administration, is quite likely to invoke such measures in its drive to bring down commodity prices. The McNary bill (S. 4285) has a chance to win in the face of present dissatisfaction with living costs, in which case it will most likely be followed by numerous other bills of like character.*

**T**HE theory that to tell half the truth regarding merchandise is worse for customer satisfaction and consumer confidence than to give no information whatever, has recently been advanced by spokesmen for very efficient groups of sellers. Subscribing to this logic that partial information is liable to become misinformation, we find leading members of the National Association of Wool Manufacturers and the American Association of Woolen and Worsted Manufacturers, the two organizations that are responsible for most of the woolen textiles produced in the United States.

This solicitude on the part of fabric producers with respect to the selling points that sway ultimate consumers is the result of an effort in Congress to place on our statute books certain legislation with respect to the designation and specification of fabrics that would have far-reaching effect in the trade. To persons conversant with selling processes in the textile industries it may appear surprising that first-hand producers should thus suddenly become exercised over the technique of final distribution. Ordinarily there is no sales field where the initial producer is farther removed, as one might say, from the ultimate retailing of the wares. Fabrics pass through so many hands, en route from producer to consumer, and are, in many instances, so changed in form ere the final sales stage is reached, that fabric makers do not ordinarily have to concern themselves with the ethics or practice of retail sales.

## The Menace of Half Truths

That it has lately become necessary, or at least the part of wisdom, for the textile men to scan the processes of selling all down the line is due to the fact that certain "reformers" in Congress, aided and abetted by the powerful wool-growing interests of the country, are striving to legalize compulsory branding. If these enthusiasts could have their way every yard of fabric would have stamped upon it an interpretative label disclosing the proportions of the respective ingredients entering into its manufacture. It was when the marketing executives of the leading textile concerns came to look into the prospective consequences of this new influence that they came to the conclusion that an obligation on the part of a seller to enlighten a buyer may readily prove a hardship for the one and a delusion and a snare for the other, if it permits the telling of "half truths."

By way of vivid and convincing illus-

tration of the havoc that may be wrought by a well-intentioned obligation upon sellers to tell the truth but not necessarily the whole truth, the representatives of the above-mentioned associations have painted for the benefit of a few select congressmen a picture of what may be expected to happen if it comes about that every textile item must bear witness to the percentage of new virgin wool it carries in contrast to the percentage of shoddy or unworked wool. Their argument is, first of all, that terms that are used more or less loosely may mean one thing to experienced buyers within a trade and quite another thing to the unsophisticated laymen in the ultimate consumer class. Secondly, they contend that an erroneous popular appraisal of values may defeat the ends of literal truth in selling. In proof they point out that there are certain grades of shoddy or reworked wool that for wearing purposes are infinitely superior to the inferior grades of virgin wool. In other words, they contend that if the elusive term "all wool" is a coin that is worth only one-quarter value in selling, the striking, via analytical label, of a balance between virgin wool and shoddy, would constitute no better than half a truth.

## An Injustice to the Seller

In emphasis of the argument that incomplete or inadequate specifications or sales descriptions work injustice upon the conscientious seller and the marketer of high-grade wares, the woolen and worsted tradesmen have pointed out that not the most expert judge of values would be able to unerringly rely upon the stipulation that a garment would be made of fabric "100 per cent virgin wool." Under this seemingly precise but in reality very elastic definition the label might with equal accuracy be applied to high-grade Australian wool and low-grade South American wool, two raw materials reputed to be far apart in quality. Similarly is it held that to stigmatize an article with the confession that it contains "shoddy" but to incorporate no explanation is a damning half truth.

Attacking from another angle the alleged iniquities of the "half truth" policy in selling, the protestants at Washington have underscored the deficiencies of any system supposed informative to ultimate consumers that assumes to probe the innermost secrets of merchandise ingredients but takes no account of the processes of manufacture. Here again the textile men have illustrated their point by examples in their own industry.

These foes of half truths assert that materials which would, by literal classification, rank as "adulterants" or "substitutes," may, under advantageous processes of manufacture, yield wares infinitely superior in quality and service to those resultant from the transformation of "pure" or "genuine" by less efficient means. They go even farther and insist that not alone processes of manufacture but likewise skill in manufacture constitutes an "intangible" which renders it impracticable to attain even and exact competitive justice in selling through any system of concise, popularly intelligible specification.

Perhaps the most conspicuous moral for sellers in general which is afforded by the lively debate that has been in progress at Washington is found in the revelation that a seller may himself be responsible for "half truths" regarding his product which will one day prove a boomerang. It has been conceded that textile manufacturers, confident in their own familiarity with all the little terms and technicalities of their trade, have been too quick to assume a like acquaintance on the part of laymen. The result is that not a few instances—"shoddy" being the most glaring case in point—a word that holds a certain significance for producers has come to have a very different popular meaning for the man on the street.

As a moral within a moral, the disclosures at Washington seem to point the wisdom on the part of a seller of conveying to the purchasing public a definite meaning for each trade term that is current, if that trade term is by any chance to be employed by buyers. Some of the complications that now exist in connection with the designation of textiles have been shown to be due to the fact that the lay public was permitted to add trade terms to the popular vocabulary without gaining, at the same time, an accurate and adequate conception of the true meaning of the words thus adopted. If the experience of the textile men be any criterion, it is a fair guess that the layman if allowed to "pick up" the jargon of a select selling circle will get it wrong.

## C. Kenyon Company to Make Rubber Tires

The Bay Ridge plant of the C. Kenyon Company, Brooklyn, N. Y., will be used by that company for the manufacture of a high grade oversized cord tire for automobiles. The factory will have an initial capacity of 500 tires daily. Heretofore, the company has specialized in the manufacture of rubber rain coats, blankets and similar specialties, although it has been successful in producing cord fabrics for other tire manufacturers. The company has patented a new tread of rectangular form, and claims for it truly non-skid properties. The management has shown a tendency for some years toward getting away from style specialties, due to the difficulty of getting such products onto the market before the style pirates flooded the market with imitation garments.

## Use of the Home Office "Notification" Card

By W. H. Tennyson,  
Of The Mutual Benefit Life Insurance Co.,  
Newark

**T**HIS company operates under the General Agency System; that is, we have some sixty-odd General Agencies throughout the United States, each one in charge of a certain territory, usually one state or part of a state. I am personally acquainted with every one of these General Agents. In fact, a man would not be appointed a General Agent until the officers of the company had an opportunity to meet him. Each General Agent is responsible for the development of the territory under his control. He appoints salesmen and contracts with agents subject to certain rules and regulations of the company. In every case, when a new agent is appointed,

the General Agent must send to the Home Office what we call a "Notification Card." This card contains spaces for information which may give us a point of contact with the new salesman. It calls for a statement, for instance, as to former business, as to other companies previously represented, as to college, fraternities, age, marital condition, health and build. Where a new agent shows unusual ability as a salesman or other interesting information is available, the company also requests a letter from the General Agent giving the facts. We expect our General Agents in every case to personally know the salesmen whom they appoint.

We make it a point at the Home Office to write a letter to every new man just as soon as some situation arises which makes this possible. Sometimes we can do this immediately on the basis of the Notification Card. For instance, the card may show that he is a graduate of

Princeton, Class of 1912. We can make this the occasion of a letter to him asking whether he remembers Mr. Frank C. Hughes, also a Princeton 1912 man. We go on to tell him that Mr. Hughes represented the Mutual Benefit for several years at Wilmington, Del., and then went overseas in military service during the war; that he is now back with the company as manager for the state of Delaware and is doing splendid work. We have found the point of contact with the new man. Or the Notification Card may show that he is a 32nd degree Mason. In writing to the new man we mention the names of two or three other high degree Masons who are representing the Mutual Benefit. Then we make it a point to write him a personal note when he submits his first business. In fact, throughout an agent's service with the Mutual Benefit, it is our aim to encourage him frequently by writing letters from the Home Office commenting on quantity and quality of business whenever opportunity offers.

We feel it very worth while that every salesman should appreciate that the Home Office has a personal interest in his success. Of course, it is part of our work to visit the Agencies from time to time and meet the men personally in their home environment. Besides, we encourage them to come to the Home Office, where we try to show a keen personal interest in their endeavors. It is our firm opinion that the personal touch in business is decidedly worth while. Salesmen are generally sensitive to sympathy, and if an agent has had a run of bad luck in lack of results or in declined business or through sickness or other cause, we try to cheer him up by a note from the Agency Department.

## *Is Your House Magazine Costing Too Much?*

**T**HE WILLIAM FEATHER COMPANY will supply you with 5000 house magazines, f. o. b. Cleveland, ready for mailing, for \$193.

Check this up against your last printing bill.

And remember that our price includes writing, editing, expert counsel, and printing.

*Specifications:* Two-color cover, 3 $\frac{3}{4}$ x6 $\frac{3}{4}$ ; 16 pages of reading matter; four-page center insert for advertising.

Our syndicate magazines are used by many of the largest business houses in the country. Any quantity from 1000 up.

Write for samples.

---

**The William Feather Company**  
613 Caxton Building :: :: :: Cleveland, Ohio

## Sales Manager Heads United Stores

Jesse R. Taylor, president of the United Cigar Stores Company and formerly sales manager, has been elected vice-chairman of the board of directors.

Mr. Taylor's accession to this office follows closely on his promotion a few months ago to the presidency to succeed Edward Wise. Mr. Wise resigned to go with the newly organized United Retail Stores Corporation headed by George J. Wehlan and James B. Duke now promoting the chain store idea in the manufacture and retailing of candy.

In this promotion, general opinion has it that Mr. Taylor was selected because of his sales training and vision. He is now 40 years old and began his career with the company as a boy in the auditing department. Later as head of the employment department he assisted in the development of the United Cigar Stores methods of selecting men. His ability to pick men is said to have figured in his promotion to a vice-presidency several years ago. Shortly after this promotion he was given charge of sales in the Chicago territory. About five years ago he was called to New York to take general charge of the company's sales department.



You Have a  
Standing Invitation to  
Call and Inspect  
Our Plant  
and  
Up-to-date Facilities

You will find upon investigation that we appreciate catalogue and publication requirements and that our service meets all demands.

We own the building as well as our printing plant and operate both to meet the requirements of our customers.

Day and  
Night Service

The best quality  
work handled  
by daylight



One of the largest and most completely equipped printing plants in the United States

Printing and Advertising  
Advisers and  
The Co-operative  
and  
Clearing House  
for Catalogues and  
Publications

We assist in securing catalogue compilers, advertising men, editors, or proper agency service, and render any other assistance we can toward the promotion, preparation and printing of catalogues and publications. Our interest in the success of every legitimate business and publication prompts us to offer our assistance in every direction that appears practical and possible, and we invite suggestions with a view of making our service most valuable.

## CATALOGUE and PUBLICATION PRINTERS

ARTISTS—ENGRAVERS—ELECTROTYPERS

Make a Printing Connection with a Specialist  
and a Large and Reliable Printing House

Business Methods and Financial Standing the Highest. Inquire Credit Agencies and First National Bank, Chicago, Ill.

### OUR SPECIALTIES

- (1) Catalogues
  - (2) Booklets
  - (3) Trade Papers
  - (4) Magazines
  - (5) House Organs
  - (6) Price Lists
  - (7) Also Such Printing as  
Proceedings, Directories, Histories,  
Books and the like.
- Our Complete Printing Equipment, all or any part of which is at your command, embraces:
- TYPESETTING**  
(Linotype, Monotype and Hand)
- PRESSWORK**  
(The usual, also Color and Rotary)
- BINDING**  
(The usual, also Machine Gathering, Covering and Wireless Binding)
- MAILING**  
**ELECTROTYPING**  
**ENGRAVING**  
**DESIGNING**  
**ART WORK**

If you want advertising service, planning, illustration, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to assist or advise you. If desired, we mail your printed matter direct from Chicago—the central distributing point.

### Proper Quality

Because of up-to-date equipment and best workmen.

### Quick Delivery

Because of automatic machinery and day and night service.

### Right Price

Because of superior facilities and efficient management.

Our large and growing business is because of satisfied customers, because of repeat orders.

*We are always pleased to give the names of a dozen or more of our customers to persons or firms contemplating placing printing orders with us.*

Don't you owe it to yourself to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let us estimate on your Catalogues and Publications.

(We are strong on our specialties)  
(Particularly the Larger Orders)

### USE NEW TYPE

For CATALOGUES  
and ADVERTISEMENTS

We have a large battery of type casting machines and with our system—having our own type foundry—we use the type once only, unless ordered held by customers for future editions. We have all standard faces and special type faces will be furnished if desired.

Clean Linotype and  
Monotype Faces

We have a large number of linotype and monotype machines and they are in the hands of expert operators. We have the standard faces and special type faces will be furnished if desired.

Good Presswork

We have a large number of up-to-date presses—the usual, also color presses and rotaries—and our pressmen and feeders are the best.

Binding and Mailing  
Service

We have up-to-date gathering, stitching and covering machines; also do wireless binding. The facilities of our bindery and mailing departments are so large that we deliver to the post office or customers as fast as the presses print.

# ROGERS & HALL COMPANY

Polk and La Salle Streets

CHICAGO, ILLINOIS

TELEPHONE WABASH 3381—LOCAL AND LONG DISTANCE



In every bill of goods you sell you give something in addition to the articles itemized in the invoice. You give more or less of *merchandising motion* that is put into them by the *push* of advertising behind them and the *pull* of public favor in front of them.

The biggest *pull* on the standard merchandise in the stores you sell is the demand of the hundreds, perhaps thousands, of farmers in the vicinity who buy The Farm Journal.

They learn by it, they farm by it, they live by it, they swear by it, they buy by it.

## The Farm Journal

CHICAGO

PHILADELPHIA

NEW YORK



TRADE MARK REG. U.S. PAT. OFF.  
"Unlike any other paper"

## The Farm Journal

*Sells Most Goods Because  
Read by Most Farmers*

*Find out how many people in your territory read general magazines, and how many read farm papers. It will open your eyes to the value of farm paper advertising.*

# Keeping the Sales Force on Its Toes

By S. J. Foote

Editor of The Todd Protectograph Bulletin

*The following paper was read by Mr. Foote before the recent meeting of the National Association of Office Appliance Manufacturers. While it is of particular interest to the sales manager of an organization large enough to justify the publication of a so-called "salesman's house organ," it nevertheless embodies many points in regard to building sales morale that can be applied to even the smallest sales force, regardless of whether the men sell specialties to the consumer or staples to the dealer.*

ON a certain day not many years ago Sidney Smith started to sell typewriters in the State of Montana. Times were good, competition not very keen, and for the first few months Smith did well. His branch manager in Minneapolis wrote him once in a while and thanked him for the good business he was giving the company. Sidney even received a pat on the back now and then from the home office, and of course his commission check reached him regularly, along with certain routine correspondence in connection with the business.

After a few months of fairly easy going, times got bad, a number of competing typewriter concerns established offices in Montana, and Sidney Smith's sales began to fall off. Right away Smith got it into his head that the typewriter business was about played out, that his firm was going on the rocks and that he had better look around for something else to do. Numerous letters from the sales manager back east failed to convince him that he was wrong, and Smith went into another line of work, thus adding one more name to the typewriter company's list of turnovers.

## Keeping Jones Sold

About the same time that Smith started selling typewriters in Montana Henry Jones joined the sales force of an adding machine company as their representative in Utah. Jones, like Smith, started in his sales work at an opportune time and made a success of it from the beginning, and, like Smith, he also received letters from the home office congratulating him upon his work and giving him suggestions for increasing his production.

Later on, hard times and competition also beset the path of Mr. Jones. But, unlike Sidney Smith, Henry Jones did not decide that his company was about through and that the adding machine proposition was no longer a live one.

Now, Jones was not a better salesman than Smith was, nor did he possess any more of that much desired quality—stick-to-it-iveness—than Smith possessed. What, then, was the reason that Jones stayed on the job and kept on selling adding machines under conditions which had forced another specialty salesman in a neighboring state to give up the ghost?

Just this: From the time Jones first joined the adding machine company's sales force he received from the sales department of his company each week a little publication whose pages were brim full of reading matter calculated to "sell" Henry Jones of Utah, as well as

Sam Brown of Pennsylvania, George Whyte of Tennessee, et al., on the firm he was representing and on the adding machine he was selling. In this same little publication there appeared articles, written by other salesmen of the company, which helped Henry Jones to overcome many of the problems with which he met in his daily work. Then there were comprehensive records of the sales performances of other members of the sales force, along with complimentary mention of some particularly good work.

## Jones Stood Up Like a Man

In short, this little publication which reached Jones every week, and every copy of which he devoured from cover to cover, had sold him so thoroughly on his proposition and on his company, had taught him so much about the selling of his particular adding machine, and had so inspired him with its recital of what other members of the sales force were doing, that when hard times "descended" and competition "came," Jones stood up like a man and stuck to the ship.

The moral of this little story is, of course, that if a company employing a fair-sized selling organization wants to keep the members of that organization loyal to the company, posted on the proposition and full of the confidence and fighting spirit which never says die, let them furnish to each salesman at regular intervals a house publication such as that furnished to Henry Jones by the adding machine company.

In giving my own views as to what constitutes an effective house publication for salesmen, it will be necessary for me, at the risk of being put down as an egotist, to refer to the *Protectograph Weekly Bulletin*, for that is the only salesman's publication with whose policy I am thoroughly familiar and of the results of which I am absolutely sure.

As a means of communication with the sales force as a whole, the house publication is by far the most important adjunct of the Protectograph sales department. If an improvement is made in our product, it is announced and described to the sales force in the pages of the *Protectograph Weekly Bulletin*, with some brass-tack suggestions from the sales department as to the advantage of the improvement from the prospect's standpoint and as to the selling points it carries for the salesmen. If the improvement is of so radical a nature as to make it necessary to sell the salesmen on it, the point is hammered upon in the *Bulletin* week after week until the sales

records show that the salesmen are "sold." To accomplish the same result by correspondence would require a sales department personnel of prohibitive proportions and a financial outlay far in excess of the cost of publishing the *Bulletin*.

I call to mind particularly in this connection a change which was made in the dial of our leading machine about eight months ago. The nature of the change was such that the opinion of the sales force was divided as to the selling value of the new dial, and the division of opinion made itself felt immediately following the announcement of the innovation. We at once started a campaign in the *Weekly Bulletin* with a view to bringing the opinion of all the members of the sales force into accord with the already strong conviction of the company executives that the new dial was the best one for the customer that had ever been put on a Protectograph machine.

## Selling the House Policy

It took less than four issues of the *Bulletin* to accomplish the desired result. At the end of four weeks the manufacturing department was behind on orders for machines with the new dial, and general agents were writing to us like this: "You have sold the salesmen, through the *Bulletin*, on demonstrating this new machine to almost the exclusion of all other models; don't hold us up on deliveries."

So much for the salesman's house organ as a medium for "selling" the sales force on the proposition.

Now let us see how the house organ serves as a means of keeping the salesmen in Portland, Ore., posted on the doings of the salesmen in Portland, Me. This is something, of course, that correspondence could in no way accomplish. Through the medium of the weekly (or semi-monthly or monthly) house publication, however, John Smith of Oregon is enabled to almost shake hands with Sam Jones of Maine every time the magazine is issued. In fact, as one Protectograph salesman puts it, the *Protectograph Bulletin* is a "weekly handshake with the whole organization."

The salesmen in every part of the country are reminded every week that sales can be made and are being made everywhere, and being human, they say to themselves that if others are doing it they will do it. In our little publication we reproduce each week the pictures of all men who score more than 200 points during the week to which the records in a given issue apply. These "picture



## The Chance of a Lifetime

An unusual combination of circumstances today presents the most remarkable opportunity in fifty years for making money conservatively.

## Babson's

Special Investment Bulletin "The Chance of a Lifetime" shows how \$10,000 rightly invested now is worth \$15,000 invested under ordinary circumstances. The return on your invested capital can be safely increased by about 50%. This is a matter of vital importance to every investor.

### REPORT ON REQUEST

This Special Bulletin and Booklet, "Getting the Most from Your Money" will be sent to interested investors, gratis. Clip out the Memo—now—and hand it to your stenographer when you dictate the morning's mail.

Merely ask for Bulletin F 39

THE BABSON STATISTICAL ORGANIZATION  
WELLESLEY HILLS, MASS.

The Largest Organization of its Character in the World

CLIP OFF HERE

## MEMO For Your Secretary

Write Roger W. Babson, President of The Babson Statistical Organization, Wellesley Hills, Mass., as follows: Please send me copies of Bulletin F 39 "The Chance of a Lifetime" and booklet—"Getting the Most from Your Money"—gratis.



## 3 GOOD BOOKS

### Selling Methods

AUTHORS—A. L. MacBain, Carroll D. Murphy, W. C. Holman, W. A. Waterbury, Hugh K. Harris, George E. B. Putnam and other selling specialists. 216 pages. Illustrated. \$2.60 postpaid.

You may have had years of experience as a sales executive or a salesman. Yet it is almost a certainty that here in this volume you will be presented with many a plan for boosting sales a notch or two higher. The book is divided into four parts: I—Sales methods that build trade; II—Marketing goods by mail; III—Handling the sales; IV—Sales records and systems.

### More Sales Through Advertising

200 pages. Illustrated. \$3.60 postpaid. Describes in detail the exact advertising methods and plans used by progressive business men to stimulate their sales, increase their profits, and build bigger, stronger organizations. It covers every important detail of advertising, from the fixing of appropriations to the preparation of house organs which bring in new business. It also points out by contrast ineffective advertising methods, schemes and plans, and will help you to cut your costs by enabling you to avoid advertising which is weak and nonproductive.

### Sales Correspondence

AUTHORS—Philip W. Lennen, Franklin W. Wood, Harrison McJohnson, Wheeler Sammons, and others. 200 pages. Illustrated. \$2.60 postpaid.

Deals entirely with the subject of getting sales direct by mail. Analyzes in detail the make-up of sales letters, and tells how to make a sales letter most effective from the interest-arousing first paragraph to the "order at once" clincher at the close.

Just check or name the books you want and send me check or money order for right amount—money back on request.

E. M. DUNBAR

1913 Rowena St.  
Boston 24, Mass.

pages," as we call them, are perhaps the most carefully read pages in the magazine. This fact is proved to our entire satisfaction every time we accidentally leave out John Smith's picture when he has a score of more than two hundred points. The first mail after the delivery of the *Bulletin* brings a letter from John pointing out the error and begging us, in plain terms, not to let it happen again.

Further proof of the keen interest taken in the picture pages is furnished nearly every week by new salesmen who have been on the force a few weeks or a few months and who send us their pictures the first time their score goes over the 200 mark. The photograph is invariably accompanied by a letter calling our attention to the week's report and asking us to be sure to "have my picture in next week's *Bulletin*."

### Give Him an Occasional Pat

In the same class with the picture pages are the list of the one hundred leading salesmen, the list of the fifty largest producing agencies, the comparative list of quota producing agencies, etc. Your salesman is essentially an egotist—he would be a mighty poor salesman if he were not. When he is accomplishing things, he wants the world to know it. More than that, he likes to compare his accomplishments with the other fellow's, the psychological effect of which comparison is to make him strive to climb just a little higher than the other fellow. The more you can feature the individual salesman in your sales publication the better it will be for your sales record.

Along the line of maintaining close communication with the sales force, your house publication is also unequalled as a medium for keeping the salesmen informed as to the company's progress. If that progress is what it should be, the salesman's confidence in the firm he represents is increased tenfold, and his natural disposition to jump from one proposition to another is largely overcome. The properly edited house organ will give the salesman a breath of the home office atmosphere with every issue, along with a knowledge of the methods employed in the factory and office for making his proposition the best in its line for both the salesman and the customer.

From the standpoint of actual value to the salesman, the house organ's greatest power lies in the opportunity it affords to give all the salesmen the benefit of each other's selling ideas and experiences. After all, there is no one who knows more about selling than does the salesman himself. He is out in the field meeting actual sales problems every day, and if you can get him to write down on paper how he meets those problems, and then give his story to all the other members of the organization, you have accomplished real sales promotion. By using material of this kind, written by the salesmen themselves, in every issue of your house organ, you will be carrying on a continuous school in salesmanship far more effective than the best salesmanship-by-mail course ever invented.

Early last year we started a series of round robins among the members of our sales force. We sent out sheets of paper, at the top of which were multi-graphed all the different objections we could think of that could be brought up by a prospect—one objection to a sheet. We received anywhere from fifty to one hundred replies to each objection, sifted out the best answers to each one, and published them in successive issues of the *Weekly Bulletin*, taking up from two to four pages for the answers to each objection. This plan proved to be one of the greatest selling helps we have ever used, judging from the number of later requests for the back numbers of the *Bulletin* which contained these objections and answers. You can figure out for yourself what a task it would be to carry out such a plan by correspondence.

Now just a few words about the physical appearance of the sales publication. While the material that goes into a house organ is, of course, of first importance, its effect may be largely wasted if the publication does not, by its physical appearance, invite perusal of its contents. Layout, type style, grade of paper, etc., are a matter of choice, but there are, it seems to me, a few primary principles which should govern them.

### A Different Dress for Every Issue

In the first place, I believe that the outward appearance of the house organ should change with every issue, if the change consists in nothing more than a difference in the color of ink or paper. No matter how well you may like broiled spring chicken and fried potatoes, you wouldn't want this diet day in and day out for a year. You would soon lose interest in it! So it is with the salesman's house organ. If it comes along every week or every month with exactly the same design on the cover, same wording, same color of ink, the salesman is going to become more lukewarm with each succeeding issue.

On the inside the reading matter should be so laid out as to make it look easy to read. The salesman is rare, indeed, who will wade through three or four pages of solid type matter. If you can't break it up with illustrations, use sub-headings, run a line across the center of the page, or insert a box—anything to avoid solid, unbroken pages or type.

Right here I want to introduce a few samples of house organs that come to my desk and point out what seem to me to be some of the faults and virtues of them.

Here is a good one. On the very first page, the leading salesman for January is featured, and all through the twelve page sheet—which, by the way, is well broken up and easy to read—are the pictures and records of other leading salesmen, along with short, snappy articles from men in the field and in the home office of the company, which are sure to make better life insurance salesmen of the readers. If there is any adverse criticism at all to be made of this house organ, I should say that it contains rather too many clippings from other

(Continued on page 396)



# How Sales Managers can get "Consumer Demand" in Philadelphia

Getting things on the dealer's shelves is not nearly so hard as getting them off the shelves and into the hands of the consumer.

Time after time in making trade investigations do we find dealers stocked up with articles with which they have been "stuck" and for which there is no demand.

Or we find the opposite situation of the dealer boosting some "unknown" product and side-stepping the stocking of an article that is popular.

Either method finally results in loss.

Sales and advertising managers have given a great deal of gray matter to the solving of the problem, and then some go out and "hit the high spots" with general publicity.

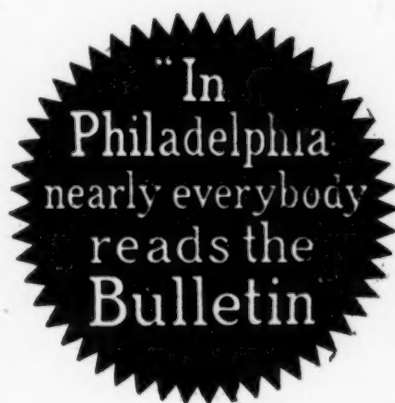
General publicity is good in a general way, but to get specific results, such as moving goods off dealer's shelves and turning them into cash for the dealer and yourself, you need to be specific in your advertising.

To get adequate distribution, to get ultimate consumer demand, decide on the market you want, then concentrate your energies there.

For instance, Philadelphia is the third largest market in the United States. In Philadelphia nearly every dealer and every consumer reads "The Bulletin."

## Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

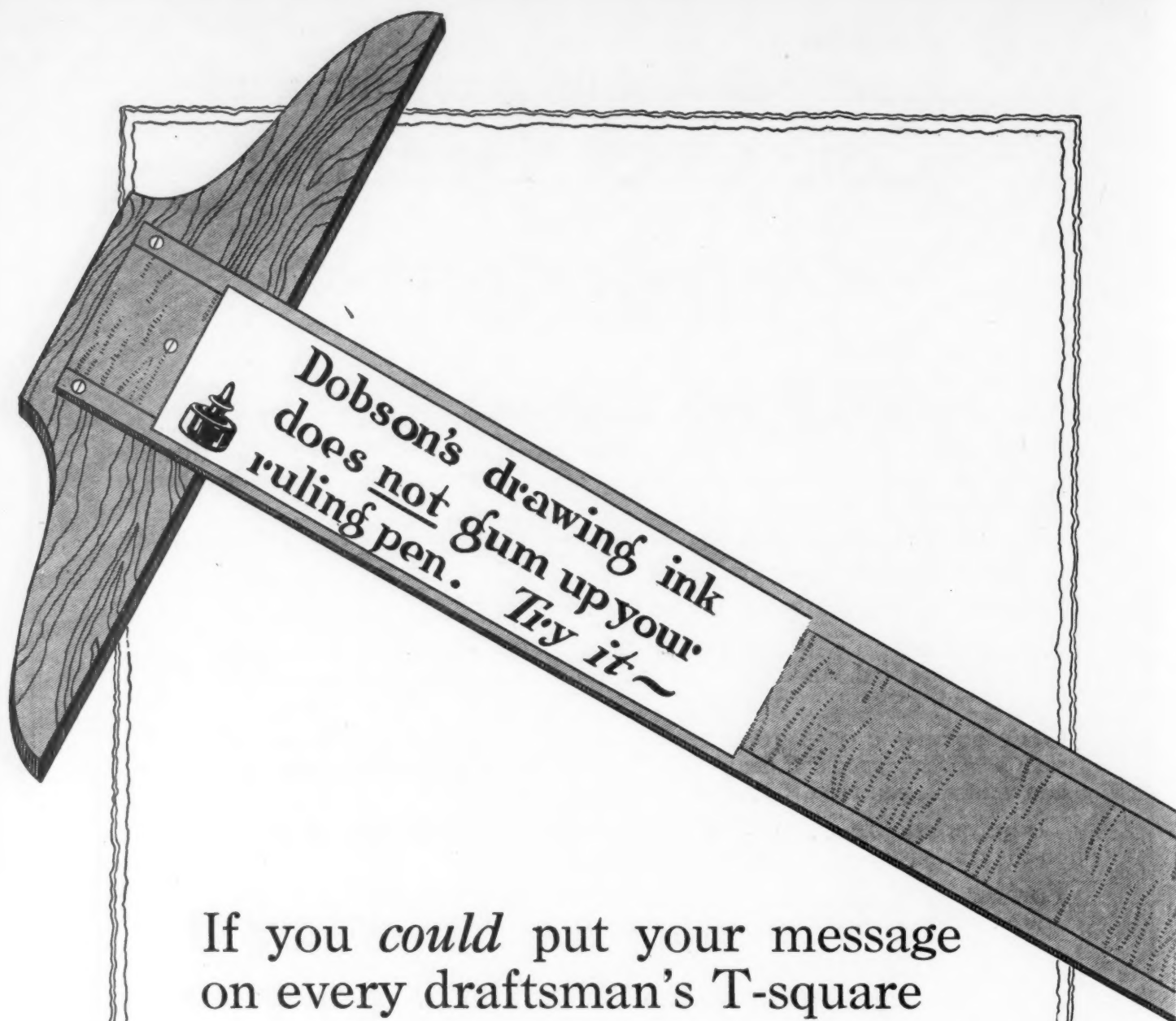


## The Bulletin

*Net paid average circulation for six months ending April 1, 1920, as per U. S. Post office report*

**466,732** copies  
a day

No prize, premium, coupon or other artificial methods of stimulating circulation have ever been used by The Bulletin. The Bulletin's circulation reaches far beyond the highest point ever attained by a daily newspaper in the State of Pennsylvania, and is one of the largest in the United States.



## If you *could* put your message on every draftsman's T-square

Selling your drawing ink to draftsmen would be a simple matter with your message on every T-Square—the tool they use constantly.

And you could sell meat-choppers to butchers by fastening your message on their cleavers; and diagnosis lamps to doctors via messages printed on their instrument cases.

If you are selling cement-mixers instead of drawing ink; and transformers instead of meat-choppers; and

You *can* put your message  
on a tool  
the buying engineer uses

automatic stokers instead of diagnosis lamps you can make this same psychology operate on the engineers and executives who buy your goods.

You can put the message on the *tools* the *engineers* are using constantly. You can talk to them through their technical journals.

For the men who choose the equipment bought in the five great fields of engineering are engineers. And the engineers whose opinions count are readers of McGraw-Hill publications.

Put your message in these instruments the buying engineers use constantly.

## *The 11 McGraw-Hill Publications*

Power  
Coal Age  
American Machinist  
Electrical World  
Electrical Merchandising  
Journal of Electricity  
Electric Railway Journal  
Engineering News-Record  
Ingenieria Internacional

McGraw-Hill Co., Inc.  
Tenth Avenue at 36th Street  
New York

Chemical & Metallurgical  
Engineering  
Engineering & Mining Journal



# How I Work Out a Sales Plan—G. W. Hopkins

(Continued from page 358)

as you can. If you split up coins, you are in trouble, naturally, other things being equal. So all these channels, whether it is a price channel or whether it is a custom channel, are marked as plain as the nose on your face, if you will get away from your mahogany and study it as it should be studied.

We have many salesmen that say, when the advertising manager says this is the plan, "I can't work it that way. I have to work my own way." There is something that must be driven into every salesman particularly, that there is one best way to put a message over, and when you have that one best way to put the message over, in ninety-nine cases out of a hundred you will win more than you will the other way.

How many of you ever stopped to figure that oftentimes changing a piece of merchandise from the left-hand side of the store to the right-hand side was the difference between failure and success, simply by taking advantage of the habit every American has to turn to the right. Any of you who have ever analyzed a store from the door know that the majority of people turn to the right, and when we have got a display, I always want it on the right-hand side of the store in these States and on the left-hand side in Canada.

Another thing that pays. Always get something different in your advertising, some sales argument that differs from any other argument. Turnover is something we don't consider often enough in business. I have a keen recollection of when I was in business in Boston of a man who came into my office with a basket of fruit on his arm every morning. His total investment would not exceed \$10. Do you know what that man did? He brought up his family. He put his boy through the Harvard Dental School, he set him up in business in Boston on the profit of the basket of fruit on his arm. It was the turnover.

That is what it was. And when I go into my office in the Woolworth Building and think that this wonderful office building was built, not on five and ten cent sales but on the profit on five and ten cent sales, it makes me figure we don't get down deep enough. We don't consider turnover. We don't consider the pennies when it comes to figuring profit.

There are a lot of dealers today that are successes because they have swelled, not grown, and, believe me, there is a lot of difference. Merchants today are simply swelling because the demand is so great that the product is walking out of their store and the money into their till. Those are the fellows who will go down like one, two, three when it comes to the time that merchandising is required. Therefore a man should look out and he should ask himself the question, and the fellow that goes to the boss and holds him up for a 50 or 100 per cent increase in salary should ask himself the question, what is going to

happen; am I swelling, or am I growing? Ask yourself. I ask myself every night.

Take the matter of clocks and the unusual way of the fellow that brought out the idea of the alarm clock. He showed the woman using it so that she had plenty of time to dress. He showed her putting a cake in the oven that would be done in thirty minutes and by the use of the alarm clock she didn't have to worry. When the alarm went off she pulled the cake. Things like that are

## MY IDEA OF A REAL SALESMAN

First: He must have an absolute love of humankind.

Second: He must love his job and love it to the extent that when he kicks his first foot out of bed in the morning he can say: "Thank goodness, I am in this town; thank goodness, I represent this company; thank goodness, it is time to get up; thank goodness, my grip is loaded with samples, and thank goodness, I have got so many customers to sell."

GEO. W. HOPKINS.

the unusual things. You have got to think individually. Do you realize it is only since the English revolution that people sat on individual chairs? Before that they sat on benches and thought in bunches. Now it takes courage to sit off by yourself and think it out, the courage of your conviction to see the way through regardless of what the other fellow thinks. There is a fellow down in Richmond, Va., that hires only single men clerks. I asked him why. He says, "Well, women as a rule when they come in don't like to hear about the baby being sick or the wife being sick or something about the family. They would rather talk to a man who has no attachment."

Unless a business is built with real intelligence, absolute intelligence is tying up the sales and advertising, it is like a mule who has no pride of ancestry or hope of posterity. There is many a business today that is being built on that basis, but the greatest thing for the man that sits in a sales manager's chair is the upbuilding of the men he comes in contact with; the love of taking a salesman that comes to you green and seeing him come and come and blossom and grow and increase his salary, increase his commissions and see him build up to a real man and to take the story to the clerks behind the counter, to put up the merchandising plans, the advertising plans and through careful counsel see them come out in the middle of the block and move on the corner to improve the location of the store, buy real

estate, buy automobiles, and other things, things that have been accomplished and that they are accomplishing through the effort of our sales organization in the past three years.

## The Dartnell Corporation to Have Its Own Building

What will be the only building in the world given over exclusively to the gathering and dissemination of sales information is to be erected by The Dartnell Corporation in the new Ravenswood business district. The building will occupy a ground area of about 4,000 square feet. It will be two stories high, with provisions for more, as need arises. The building will be occupied entirely by The Dartnell Corporation and will be located on the southwest corner of Leland and West Ravenswood avenues.

A feature of the new plant of special interest to sales managers will be a well-equipped Data and Reference Department. Over 10,000 documents, such as sales department forms, salesmen's manuals, sales organization magazines and newspapers, convention material, etc., will be classified and arranged for the use of subscribers to the Dartnell Monthly Sales Service. It will be by far the most complete and up-to-date collection of sales reference material in existence.

The Dartnell Corporation was established five years ago as The Dartnell Sales Service. It was incorporated in 1918 with J. C. Aspley, until then western manager of Printer's Ink Publishing Company, as controlling owner. Since then its business has grown over 800 per cent, its present capital being \$50,000. It is to provide facilities for better serving its steadily growing clientele that the new plant is being built. The company expects to occupy its new quarters about November 1, 1920.

## Courtesy

"Treating a customer like a rich uncle, so that you may extract his coin, is not courtesy—that's foresight.

"Offering a seat to a man who enters your office is not courtesy—that's duty.

"Listening to the grumblings, growlings and groanings of a bore without remonstrance is not courtesy—that's forbearance.

"Helping a pretty girl across the street, holding her umbrella, carrying her poodle—none of these are courtesy. The first two are a pleasure, and the last is politeness.

"Courtesy is doing that which nothing under the sun makes you do but human kindness. Courtesy springs from the heart; if the mind prompts the action, there is a reason; if there be a reason, it is not courtesy, for courtesy has no reason.

"Only the generous man is truly courteous. He gives freely without a thought of receiving anything in return.—*Drew's Imprint.*

## *Selling the Industrial Executive*



*Industrial Advertising* in national publications has proved itself the most effective and economical method of selling to the industrial executive.

During the first six months of 1919, considerably over two million dollars' worth of such advertising appeared in eighteen national magazines. Over two hundred concerns participated in using this great business force. Many had previously doubted that advertising could help them sell to their field, which though limited in number is so vast in scope. Now, *Industrial Advertising*, speaking to the great, powerful public as well as to the industrial executive, readily promotes the sale of practically anything which enters into the manufacture of finished products. It disseminates information about raw materials and assembly units, tools and machinery, equipment to make a thing, and service to make it better.

Like other specialized branches of advertising *Industrial Advertising* has distinctive requirements as to knowledge and experience.

Johnson, Read & Company not only meet these requirements, but are able effectively to apply the results of their experience and investigation through a practical, highly elastic method of SCIENTIFIC ADVERTISING procedure. It is natural, therefore, that they are looked upon as an organization of specialists in *Industrial Advertising*.

*This is one of a series of advertisements on "Scientific Advertising" as practiced by this organization and symbolized by its seal.*

JOHNSON, READ  
& COMPANY  
INCORPORATED  
*Advertising*

202 SOUTH STATE STREET, CHICAGO

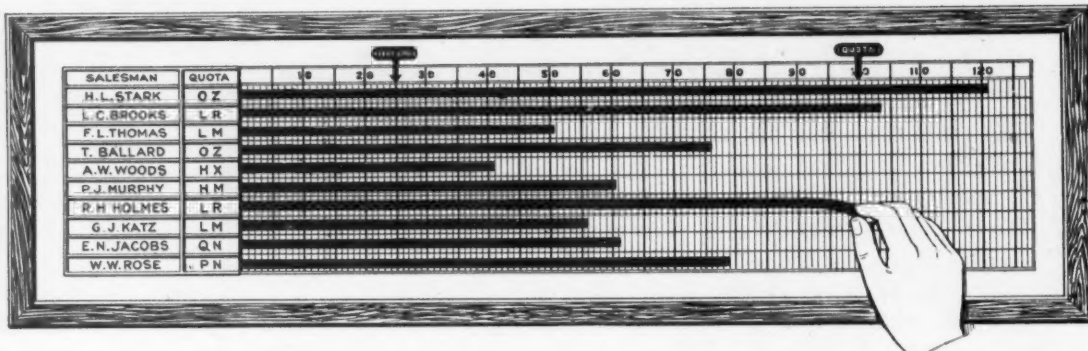
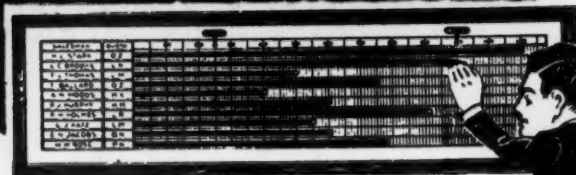
*Charter Member American Association of Advertising Agencies*





# One of these Charts is for You-

EDEXCO MECHANICAL GRAPHS are simple control boards that make it easy to chart quotas and results, or show sales by territories or individuals. A few minutes a day make all necessary changes.

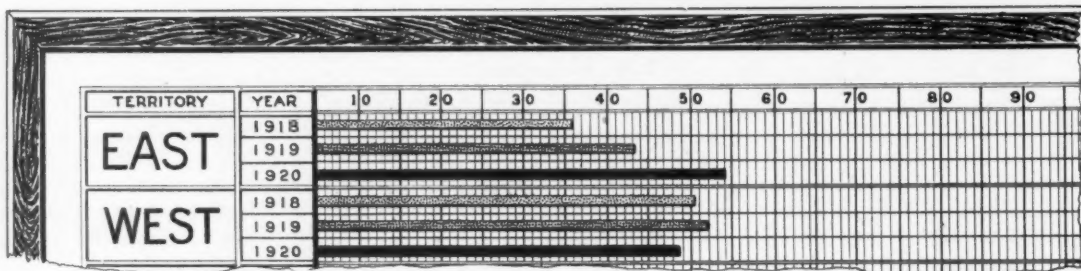
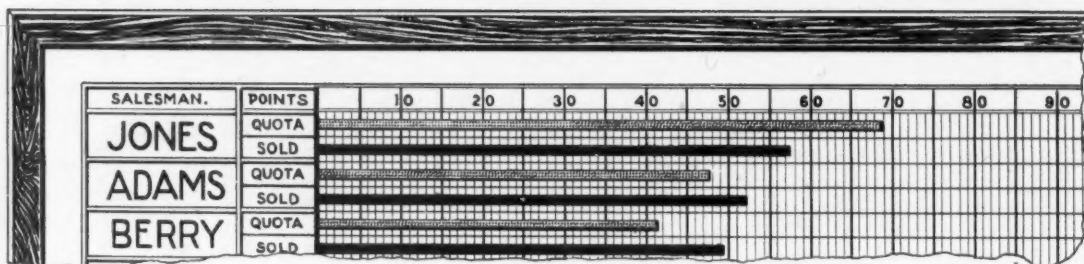


**EDEXCO  
SINGLE RIBBON  
BAR CHART**

with percentage scale. As sales chart shows results accomplished toward quota or registers standings in competitions.

**EDEXCO  
TWO RIBBON  
BAR CHART**

for contrasting related items or where quota varies with each man. Green for quota—red for sales. May also be used to show sales and profit.

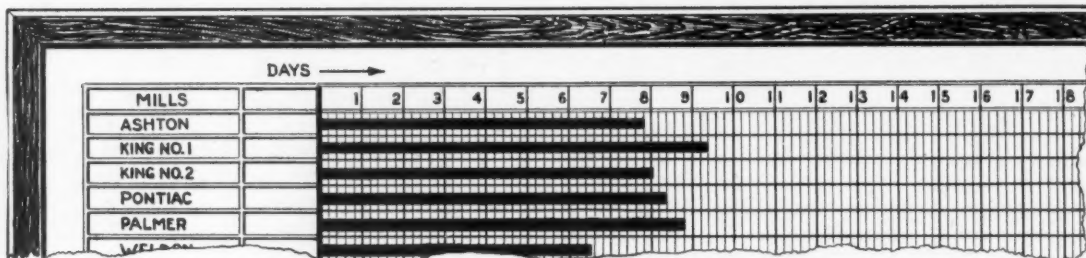


**EDEXCO  
THREE RIBBON  
BAR CHART**

for comparing three years or seasons. Also will show production, sales and stock on hand by items or lines.

**EDEXCO  
SINGLE RIBBON  
BAR CHART**

with time scale to show production or stock immediately available on day-by-day schedule.



**FREE CATALOG**  
Illustrated in Colors, Sent on Request  
ask for "Mechanical Graphs."

**Educational Exhibition Co.**  
534 Custom House St.  
Providence, R. I.

**EDEXCO GLASS HEAD MAP PINS**  
Solid colors, will not peel or scratch, 2 sizes  
Send \$1.00 for Big Trial Outfit  
containing 100 map pins and other marking devices, sales maps, charting papers, curve cards, EDEXCO map mount, 2 catalogs—GRAPHIC Supplies and Mechanical Graphs—Service Sheet No. 4 and special Instruction Sheet on Starting and Keeping Graphic Records. Catalog alone sent free. Please say which.



# How I Make My Letters Pull

By J. J. Tobias

Sales Manager, The Moto-Meter Co., Detroit.

*The headway which The Moto Meter Company has made in getting its products used as standard equipment by the large automobile manufacturers is in a large measure due to the forceful letters of Mr. Tobias. We are told that 80 per cent of the equipments have been closed that way. Although many of the points brought up in this article are well known to sales managers who have had experience in closing sales by mail, they are, in the main, points upon which we can well afford to refresh our memories.*

**I**N writing sales letters I have borrowed a favorite strategem of Napoleon's—I concentrate my strongest force at the point of minimum resistance. In other words, instead of sprinkling the prospect with bird shot, I select ammunition that will measure up to the work in hand and endeavor to break through his resistance with a few well-placed shots.

Three or four paragraphs can cover any commodity there is, bringing out the most essential features of the article in question. You do not have to tell a man everything in one letter. In sales promotion work, bring "home" the most important features first. After that is accomplished, follow up at reasonable intervals, bringing forth some additional sales assets, but never forget the main and most essential features of your product.

Any letters going forward cost you so much money and mean just as much to you as if a salesman had gone there personally and interviewed the gentleman in question. Therefore, you are sending out a salesman when your letter reaches your prospective customer's office, and as you want your salesman to act, so act yourself in letter writing.

## Why I Don't Use "Dear Sir"

One of the principles in letter writing, which I have learned through my personal experience, is always to have an opening salutation of "Dear Mr. So and So," irrespective of whether I know the gentleman I am communicating with or not. I am establishing a precedent through letter writing of making his acquaintance, and in due time I receive letters from him with "Dear Mr. Tobias," and the result is when I go to his factory and shake his hand, he is sure he knows me, when in reality he does not and has never met me before, but through the help of letter writing he has developed a sort of Christian Science habit of making acquaintances of men in the industry purely through properly constructed letters.

Closing salutations should always be most cordial. Extend your warmest personal regards to a man. Extend your best wishes for his success. I have met many sales managers, who have been in that capacity for years, and they have criticised me severely for same, but we never know what the other man is thinking. There is never a letter that leaves this office that does not close: "With warmest personal regards and best wishes, we are," and there are very few

letters received at this office that do not contain the same closing salutation. Why? I will tell you. Because the party with whom we have been continually corresponding, develops the same habit, and that is, developing acquaintances, friends and oftentimes business partners, in addition to a reputation for your concern and yourself, through letter writing.

Another important feature in sales letter writing is never to assert anything, and then show no foundation for such an assertion. Each and every one of us can pass some comment or other, which may appear big in the eyes of the world, but in reality means nothing, for the reason that we cannot back it up. Therefore, in letter writing incorporate that same spirit that when we say something, let us tell the man why we say it. We know, but he doesn't.

Furthermore, in letter writing always show the other man that you are broad-minded, that you are open to conviction and keep him impressed with this thought, and be assured, he will display the same attitude in time.

## Keeping at it Pays

Experiences I have had naturally have made me "hard boiled." Manufacturers continually state it was useless on our part to endeavor to obtain their business. However, we continually confronted them with sales letters at reasonable intervals, bringing forth the essential features of our product, giving real founded reasons why they should be used, and never forgetting to be courteous and to have a smile displayed all over the letter. The result might be that the manufacturer would continually overlook reading our missives, but the envelope reaches his attention and he cannot help but think what a live-wire and consistent organization we are for never taking "No" for a final answer.

Many companies in this United States could do 100 per cent more business would they pay more strict attention to every letter going forward, even to the stamp on the envelope, for good sales letters are more of an aid to the salesman on the road than is generally realized.

By obtaining the good will of your customer through letters, you are not only keeping him sold on your product for many years to come, but you are also assisting your road men in obtaining orders with the utmost of ease. Oft times a salesman wonders why he receives an order so easily, and I

feel confident were we to get to the foundation of this particular order and the easy manner in which it was obtained, we would find consistent sales letters were the real reason.

A letter merely once in a very indefinite period is worthless. It is very similar to advertising. Irrespective of how large an organization you have, if during the early career of your concern you were consistent advertisers and suddenly eliminated it for the time being, you would find a slump in business, possibly not immediately, but within the very near future. The same applies to letter writing. Unless your prospective purchasers are consistently confronted at reasonable intervals, with sales letters regarding your product, they will soon eliminate you from their minds.

## Sales Letters Are Advertising

Your sales letters, if you should go into detail, could be easily considered an advertising expenditure, for I feel confident there are many concerns who are doing large advertising, but who do little sales letter work, who are accomplishing little through the large investment they have made in advertising exclusively.

As you undoubtedly know, we have been large advertisers. Numerous people passed our billboard signs, read our advertisements in newspapers and automotive magazines and knew the word Boyce Moto-Meter. However, they did not go and purchase one merely because we were big advertisers, for they did not know what a Boyce Moto-Meter really was and therefore to really make our advertising well worth, we continually bombarded them with sales letters regarding our product. In other words, our advertising in after-times became one of our best little salesmen in itself, due to the fact that we had educated the public in general as to what a Boyce Moto-Meter really was and it was purely through consistent sales letters that we accomplished what we have today.

At least one insurance company keeps careful track of notices of promotions. Very soon after the man is in his new job and presumably before he has made plans for disposing of all of his increase of salary, a representative of the insurance company calls with excellent reasons why the prospect should increase the protection to his family.

## How We Develop the Small Dealer

By B. P. Owen

General Sales Manager, The Blanton Co., St. Louis

**T**HE best method of developing the small dealer, in our opinion, is to show him that in placing his order with us he has only started to lay the foundation for good future business.

Realizing that credit terms to the small dealer must be understood in every respect when the first order is received, it is very important that the salesman sell his credit terms at the time of selling his product. A credit policy must have the hearty endorsement of the small dealer in order to have enduring satisfaction, which assures continuance of future relations and good will, which is the most valuable asset of good business.

After selling the small dealer, it is up to the salesman to see that his product is gotten out of the store and to the consumer. This can be accomplished by using the proper advertising methods, such as newspapers, trade journals, window displays, store advertising, and personal solicitation of the housewives. Doing this advertising work helps to make the small dealer an enthusiastic booster of the product sold; it also instills confidence, which is very essential both to the firm selling the product, also to the salesman. Nothing can be accomplished without having the full confidence of the dealer. In order to get the proper co-operation he must be educated in the selling of a product so as to get the maximum result from the sales-work and advertising.

In order for the salesman to secure the largest possibility of repeat business, the goods sold both to the small dealer and consuming trade should be sold with

impression and in a convincing manner. The superior quality of the product should be elaborated on first of all; the absolute purity in manufacture next, and the economy last. Salesmen selling goods to the small dealer must always bear in mind that the first or introductory order is of no value to his firm or himself, unless it results in making the dealer a permanent user of their goods.

The creation of consumer's demand for a small dealer does not apply to food products only, but applies to all products sold through the large or small dealer's store. We feel, in fact know, that the small dealer must have confidence in the firm; also the salesman selling for the firm, and the only way to obtain this confidence is by making the selling of any product a success in his store. It is every small dealer's earnest desire to become a large buyer, and by forcing the sale of any product to the consuming trade one is only satisfying the dealer's ambition, and in so doing, the salesman is helping to make him grow and realize his ambition.

It is every dealer's desire to be a winner—to be successful. I repeat, the successful merchandising of any product is more or less up to the firm or salesman selling this particular product. Past experience has taught us that any small dealer properly helped and properly sold by the salesman, can be so developed as to get the maximum amount of business. There is only one way to do this, that is, to get the dealer into motion; active motion means more business.

### An Appreciation From One of Our Charter Members

I desire to express my appreciation as a subscriber and an ardent and enthusiastic reader of *SALES MANAGEMENT* for the editorial appearing in the May issue, headed "Sales Management and the National Association Project."

It seems to me almost unnecessary to say that any reader of *SALES MANAGEMENT* should know that the editorial policy of your publication is devoted to the interest of better marketing, and to assist in this great work, it must remain absolutely free and untrampled. However, as an individual, I am only too happy to see the formal announcement of a strict adherence to that policy.

In the meantime, I have followed *SALES MANAGEMENT* almost since its introduction, beginning my subscription over a year ago, and believe that you publish a magazine that is really doing wonderful work for sales management. It is my hope that when this National Association of Sales Managers is actually formed, *SALES MANAGEMENT* will be selected as its official organ.

In this connection, would you be good enough to please give me the names and addresses of the promoters of this National Association, together with any other data that you might have as to the progress that is being made toward its formation. R. G. Macdonald, Secretary and Sales Manager, Lee S. Smith & Son Manufacturing Co.

## First in National Advertising

**T**HE Indianapolis News stood *first* in volume of national advertising carried in 1919 by six day evening papers, according to available statistics. Only two other newspapers in the country carried more retail advertising. The News stood third in total advertising.

In these days of enormous volume and columns omitted daily because of white paper situation, detailed space statistics do not interest the advertising buyer. But when a paper in the 13th market of the country has such a distinctive record, it is evident that in Indianapolis there is an exceptional condition. If you want to cover Indianapolis and the Indianapolis Radius it is only necessary to use The Indianapolis News.

*The Merchandising Service Department  
of The News is maintained to furnish  
exact facts of trade conditions in  
this market for your product.*

## The Indianapolis News

*Largest Evening 3c Circulation in America*

New York Office  
DAN A. CARROLL  
Tribune Building

FRANK T. CARROLL  
Advertising Manager

Chicago Office  
J. E. LUTZ  
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS





# Highlights and Sidelights of the Baltimore Market

THE conservative spirit that once characterized Baltimore has long disappeared, giving place to a vision and progressiveness that has evolutionized the city's business and developed the local market into one of the richest and most productive markets in America. Recent investigations made by the Merchandising Bureau of the Baltimore NEWS have brought to light some vitally interesting and intimate facts compiled in two volumes, the first entitled, "Highlights" and the second, "Sidelights."

□ Baltimore's location is ideal. Railroad facilities afford access to all parts of the country, while the city's outlet to the sea makes it the seat of a great national and international commerce. Imports in 1919 amounted to \$36,747,065.00, and exports \$338,026,975.00. Within the next twelve months \$53,000,000.00 will be added to the present enormous invested capital.

□ Baltimore's yearly manufacturing output amounts to \$864,237,000.00. 3,000 industrial plants now employ 159,320 wage earners, drawing annually \$247,182,000.00. 1920 will mark the expanding of 98 present industries and the starting up of 51 new enterprises, making an industrial growth of \$53,500,000.00 in plant investment and 28,000 workers to the already large population of 700,000. In addition to selling its own citizens, Baltimore supplies the needs of thousands of families from nearby towns who come to Maryland's great centre to shop.

□ These and many other qualifications, which for lack of space we cannot enumerate, reflect BIG purchasing power and rich possibilities for the sale of every stable product brought to Baltimore's wealthy productive market and ADVERTISED, consistently and persistently, in so forceful and influential a daily paper as the NEWS.

□ Some conditions that might be reckoned unfavorable for a paper like the NEWS in other cities make for success in Baltimore. Take New York and Chicago, for instance, with their "long hauls" between homes and offices. Baltimore is a city of comparatively short distances, necessitating but a few minutes' ride coming and going, furthering the popularity of the city's great evening paper.

□ Baltimore is essentially a home town with very little night life. Cabarets, for example, are conspicuous by their absence. The average Baltimorean goes home in the evening, dines there and reads the NEWS—circulation statistics indicating a sale of 80,000 to 85,000 copies of the NEWS in a city of 90,000 White homes wherein English is spoken.

□ Little wonder then that advertisers are using the NEWS to cover practically all of Baltimore! With its concentrated power, prestige and 100,000 net paid circulation, the NEWS intensifies your advertising and puts your message across at a time when that message is more carefully read and digested by the average Baltimorean.

*If you are interested in the Baltimore Market write us on your business stationery for a copy each of "Highlights" and "Sidelights."*

## THE BALTIMORE NEWS

DAN A. CARROLL  
Eastern Representative  
Tribune Bldg.  
New York

*Frank D. Webb*

Advertising Manager

J. E. LUTZ  
Western Representative  
First Nat. Bank Bldg.  
Chicago





# Dealer Co-operation

Now, as never before, there is need for developing plans to stimulate distribution of merchandise thru all possible channels. An important part of the work of this Company is the development of mail selling campaigns and methods to effectively move goods not only direct, but by stimulation of retailers thru winning aggressive and effective co-operation.

THE prosperity of the manufacturer is dependent upon the success of the dealer who retails his product. Hence, the live manufacturer co-operates with the dealer in every possible way.

CO-OPERATION has often meant the printing of a few hundred circulars with the dealer's name and address, the furnishing of a cut book filled with stock cuts, movie slides and stereotyped ads.

THESE helps presuppose the ability of the dealers to make proper use of the manufacturer's circulars, window displays, mail advertising and other help, and in addition to that follow up leads and get out after business in an effective manner.

THE manufacturer's assistance should completely cover a plan of selling in practical, aggressive, merchandising operations. We have developed a plan which genuinely helps the dealer to follow up leads, and go out after business that is now being lost. This sale scheme insures intelligent co-operation—it's a real sales help that ties the dealer and his clerks to our client—because they see it pays them to co-operate.

*Let us explain the details—no obligation*

## Buckley, Dement & Co Direct Mail Advertising

Marketing Plans and Mail Order Selling  
635 Sherman Street : CHICAGO, ILL.

Telephone Harrison 850

### MARKET SURVEYS

A knowledge of your market is important in selling by mail. Our service includes a study of territories, products, methods of selling, competition, dealer influence, consumer demand, accurate determination of right mailing lists and the most effective marketing plans.

# How to Start a Sales Managers' Association

By J. C. Aspley

Editor, SALES MANAGEMENT MAGAZINE

*This article supplements "Sales Managers' Clubs and Their Work," which appeared in our September issue. It is intended to be of help to those of our readers who feel the need of a local association of sales executives, and who have the initiative and energy to start the wheels turning. The model constitution used here is based on that of the Sales Managers' Association of Philadelphia.*

SINCE the appearance of my article, "Sales Managers' Clubs and Their Work," last September, we have had considerable correspondence with sales managers in regard to starting a local organization. The prospects of an early return to aggressive sales work has accentuated this interest. Within a week we have received communications from two of our subscribers asking our co-operation in starting clubs in both Atlanta and Pittsburgh. The Atlanta club is being organized by J. S. Boardman, district sales manager for Earl & Wilson, and the Pittsburgh club by V. L. Yepsen, vice-president and sales manager for the National Fire Proofing Company of that city.

There is no question that much good can be derived from rubbing shoulders with other sales managers, even though all of their problems may not be your problems, and there is no reason why there should not be a thriving local club in every sales center. The only reason that there are so few clubs, compared with advertising, credit and purchasing organizations, is because everybody waits for the other fellow to start one.

All that is necessary to start a sales managers' club is the inclination. Sound out two or three of your sales manager friends. Sell them the idea. Then ask them to meet you at luncheon to talk the matter over. It is best if one of these friends is a sales manager of local repute, and of sufficient personality to bring together men engaged in competitive work. The success or failure of the whole undertaking hinges on the local standing of these wheel horses.

If the consensus of opinion at this preliminary meeting is in favor of undertaking the organization of a club, the next step is to line up the charter members. Here again it is important that the right sort of men be selected. Pick out the live wires—open-minded fellows who are willing to swap experiences. There is no room in a sales manager's club for the sponge-like individual who is out to get all the other fellow's ideas without giving any in return. You want men who are big enough to know that they don't know it all and who can be depended upon to get behind the undertaking and carry it through to a successful conclusion.

Fortunately, most sales managers of the modern school measure up to those dimensions. There is hardly a business center that does not possess at least ten men with these qualifications, and ten

are plenty for a start. If there is any doubt in your minds as to which sales managers in town to ask SALES MANAGEMENT will be glad to help you. Our list of paid subscribers represents the liveliest and most progressive sales executives. As a class they are men who value the other man's experience, and who realize that only by the interchange of ideas and experience can full progress be made. We will not only be glad to furnish you with this list, but if you wish we will be glad to write each of our subscribers within a reasonable radius of your locality advising them that a club is being projected and suggesting they get in touch with you or your committee. We have been able to help several clubs get started in this way, and we will be glad to extend the same co-operation to you without cost or obligation.

An organization meeting should then be called and a charter applied for. It is best to call in a lawyer here as this work involves a certain amount of legal detail. By-laws should be drafted. The following are suggested as a model, if the organization is to be of unlimited membership:

## ARTICLE I

### Name

The name of this organization shall be "THE SALES MANAGERS' ASSOCIATION OF....."

## ARTICLE II

### Object

The object of the organization shall be the advancement of salesmanship, the encouragement of fellowship, reciprocity and co-operation among sales managers, to the end that effective and ethical selling plans and methods may be established; and the interchange of ideas encouraged.

## ARTICLE III

### Membership

Section 1. Membership shall be divided into two classes: Resident and Non-Resident Members.

Sec. 2. Resident Members: Any member of a business firm or official of industrial or other corporation in ..... or vicinity, or head of the sales department or producing end of the business, may be eligible for active membership.

Sec. 3. Non-Resident Members: Any person fulfilling the qualifications as noted above, residing outside of a radius of 50 miles from the ..... may be eligible for Non-Resident membership, and shall enjoy all the rights of resident membership.

## ARTICLE IV

### Application for Membership

All applications for membership shall be made by the candidate in writing, same to be presented by a member of this Association in good standing, seconded by another member of this Association in good standing. All applications shall then be referred to and acted upon by the Membership Committee.

## ARTICLE V

### Dues

The dues of Resident members shall be ..... per year. The dues include cost of the monthly dinners arranged for under the direction of the proper committee.

## ARTICLE VI

### Meetings

Section 1. Meetings of the Association shall be held on the third Monday of each month, except June, July, August and September. Meetings of the Executive Committee may be held during the

same months, or at other times subject to the call of the President.

Sec. 2. The Annual Meeting of the Association shall be held in November of each year.

## ARTICLE VII

### Officers

The officers of this Association shall be a President, Vice-President, a Secretary, a Treasurer and five other members of the Association—these five members and the elective officers (except the Secretary) and the two preceding past Presidents, shall constitute the Executive Committee, and all of the officers mentioned above and the five members shall be elected at the Annual Meeting.

## ARTICLE VIII

### Duties of Officers

Section 1. The President shall perform the duties usual and appertaining to this office, preside at all meetings of the Association and of the Executive Committee, countersign all orders on the Treasurer for the payment of moneys of the Association, appoint all committees and keep a general oversight of the work and progress of the organization.

Sec. 2. The Vice-President shall perform the duties enumerated above in the absence of the President.

Sec. 3. The Treasurer shall have custody of the funds of the Association, issuing checks and paying orders of the Association signed by the President and the Secretary, approved by a chairman of some committee. He shall furnish a surety bond, at the expense of the Division, for an amount to be named by the Executive Committee.

Sec. 4. The Secretary shall conduct the correspondence of the Association, under the direction of the Officers, Executive Committee and of the several chairmen of working committees. He shall keep the minutes of the various meetings of the Association, of the Executive Committee and of the working committees when instructed to do so. The Secretary need not be a member of the Association, and his dues shall be remitted. He shall be paid for his services such compensation as may be determined upon by the Executive Committee.

Sec. 5. The Executive Committee shall have charge of all the details of the work of the Association, appropriate money for the use of the committees and supervise the expenditure of same.

They shall have power to employ a secretary and adjust his compensation.

The Executive Committee may fill any vacancy among the officers by a vote of the majority of those present at a regular monthly meeting of the Executive Committee. The person thus appointed shall hold office until the next election, or until his successor is appointed.

Sec. 6. No officer or employee of the Association, no committee or individual member thereof, shall make any outlay, enter into any contract or agreement or create any liability on the part of the Association without authority from the Executive Committee.

At no time shall the Executive Committee authorize the expenditure of money or contract debts in excess of the amount in the Treasury.

## ARTICLE IX

### Nomination of Officers

At the regular meeting of the Association in October the President shall appoint a Nominating Committee of three to recommend names of members to fill the several offices, and to be voted upon at the Annual Meeting in November. Additional nominations may be made at the Annual Meeting.

## ARTICLE X

### Annual Meeting

The Annual Meeting of the Association shall be held on the third Monday of November in each year. At that time officers shall be elected to occupy the several offices referred to in Article VII of these By-Laws, except the Secretary.

## ARTICLE XI

### Committees

The President shall, immediately upon his election, or as soon thereafter as practical, appoint the following Committees:

Membership Committee of five, whose duties it shall be to have a general oversight of the work of securing new members. They shall pass upon applications for membership. The vote of the committee shall be by ballot, two negative votes excluding; proceedings of the committee shall be secret, confidential and



final. The committee shall pass on each application separately and at every regular meeting of the Association report the names of such persons as have been admitted to membership.

Program Committee of five, whose duties it shall be to arrange program for the several meetings, secure speakers, etc.

House Committee of three, whose duties it shall be to arrange for suitable meeting places for the Association and make arrangements for the dinners.

Auditing Committee of three, which shall be appointed by the President at the Annual Meeting, to audit the accounts of the Secretary and Treasurer, and to report at the December meeting.

Other committees may be appointed from time to time as necessity arises.

#### ARTICLE XII Amendments

Amendments to these By-Laws may be made at any regular monthly meeting of the Association, thirty days' notice having been given by the Secretary through the mail, and such amendments having been presented at a previous meeting of the Association.

#### Order of Business

1. Reading of the Minutes of the last meeting.
2. Report of the Treasurer.

#### 3. Report of Standing Committees:

- a. Membership Committee.
- b. Program Committee.
- c. House Committee.
- d. Auditing Committee.

#### 4. Unfinished Business.

#### 5. New Business.

#### 6. General Discussion.

#### 7. Adjournment.

With the organization details out of the way the next important step is a recruiting campaign for new members. This is a selling proposition pure and simple. It is, therefore, essential to success that you make the thing for sale as definite and tangible as possible. The prospective member will ask: "What is there in it for me?" Generalities—promises of meeting fellow sales managers and benefits to be derived from professional lectures—are not sufficient. The best method of recruiting membership I know of, and I have had experience with several, is to lay out in advance

some concrete program designed to increase the efficiency of the sales department and then sell the program, *not* to individual sales managers, but to the house itself, which in the final analysis is the main benefactor. Invest the membership in the house, just as the most successful commercial organizations do, and let the house delegate the executive that shall attend the meetings. Such a course greatly simplifies recruiting, and makes it possible to have representation from practically every desirable local concern, selling through salesmen.

Care should be used, however, not to become over zealous in this recruiting work. If sales department subordinates, salesmen and retailers get into the membership a serious harm may be done the future of the association. It is obvious that no employer of salesmen cares to express himself freely in the presence of subordinates. Furthermore, their interests are widely separated. So it is best to start in from the beginning and make it a real sales managers organization, thus avoiding the handicap which so materially slowed up the work of the ad clubs, and more recently the salesmanship clubs. Properly organized a club of this kind is capable of exerting a great influence on selling standards and ethics. It can raise business itself to a higher plane, as well as make every member a better sales manager.

### Special Letterheads for Salesmen

(Continued from page 364)

edged a letter of a given number. It is not always the fault of the salesmen—especially with the present congested mail conditions.

Speaking of the congested mail conditions. Have you had any trouble lately in salesmen not getting their mail on time? It is a common complaint. Here again special envelopes for use in writing your salesmen will help. Make them big enough so that they will not get lost in the hotel mail box, and for the same reason give them a giddy color. Print in big letters across the top "Salesman's Mail—Important." Then print the salesman's name below, with a few blank lines for filling in the address. By printing the name you will oftentimes save confusion. Hotel clerks seem to have an especial fondness for getting names mixed. Then be sure that the firm's name is printed on the envelope, so that everyone who sees it will know that the man for whom the letter is intended is a representative of the house. Salesmen have a habit of behaving if they know the hotel knows who employs them. And last, but not least, provide a space for the number on the envelope so that you can number each letter you write the boys. By referring to the number, a salesman knows at once if he has missed any letters between, and will get the wires busy finding out what it was all about. One can't be too careful these days. An advertiser in New York recently sent a cut to a publication in Chicago by special delivery. It took thirty days to get here.



### The DeVry tells your story in his private office!

**Y**OUR Salesman, armed with the DeVry Portable Projector and a good motion-picture film of your product, can quickly get at the big buyers, and secure you big orders.

This new modern method of showing your goods on the walls of the buyer's own office is the sure and quick way to big sales. It's the best way for you and the best way for the buyer. Seeing is believing. He sees. He believes. He buys!

The DeVry Projector which secures such results, weighs 20 pounds and works in a case 17 inches square by 7 inches wide. Carries anywhere. Attach a plug to any electric light socket, press a button, and a picture up to 12 feet square is projected and up to 80 feet distant.

For use where no electric current exists, we make a DeVry Generator which fits under the hood of a Ford automobile so that motion-pictures can now be shown ANYWHERE—with the use of this new DeVry Generator and our Portable Projector.

Why not write us about this new way of merchandising? It pays! Let us give you a free demonstration in your own office. If you will fill out and mail the accompanying coupon we'll do it!



#### The De Vry Corporation

1210 Marianna Street, Chicago

New York Office • • 141 West 42nd Street

The De Vry Corporation, 1210 Marianna St., Chicago, Dept. 6

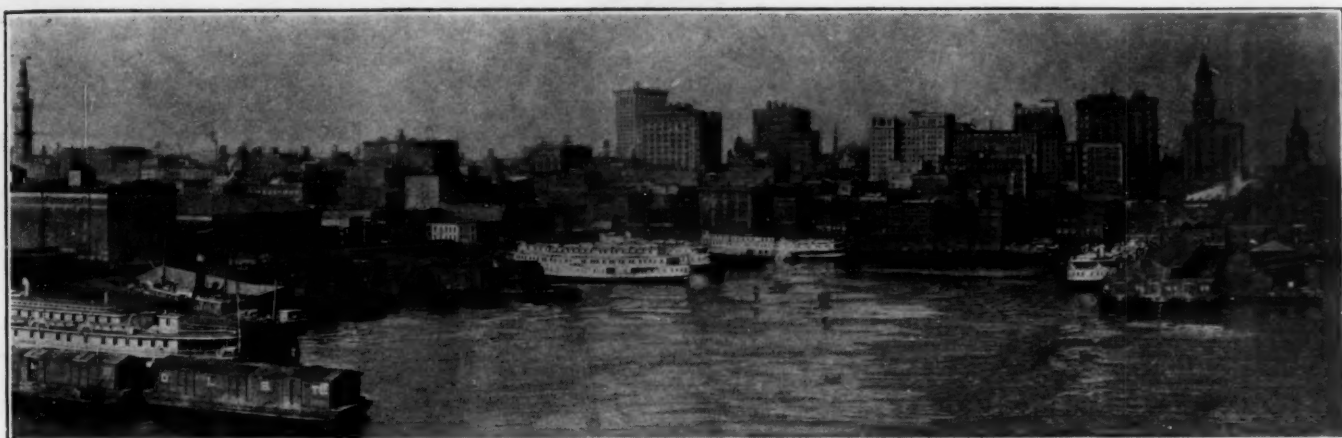
You may give demonstration of the De Vry in my office, without obligation.

Name .....

Corporation..... City.....

Position in Company..... State.....





## Baltimore Is Forging Ahead

Baltimore has a present estimated population of 710,000 and is the trading center of an extensive, rich, agricultural and manufacturing section never so prosperous as now.

For five years Baltimore's varied industries have profited tremendously. Her people are earning enormous wages. Higher standards of living have become general. Baltimore, with plenty of money and the willingness to spend it, offers advertisers an attractive opportunity.

The line of least resistance to this inordinately prosperous and active market—the only advertising line needed to secure confidence and patronage in Baltimore is the *Sunpapers*—Morning, Evening, Sunday.

You can't cover Baltimore without using The *Sunpapers*. You can cover Baltimore with The *Sunpapers* alone, because

## Everything In Baltimore Revolves Around THE SUN

**Morning**

JOHN B. WOODWARD  
Times Bldg., New York

**Evening**

**Sunday**

GUY S. OSBORN  
Tribune Bldg., Chicago



## These new bags are trade builders

### *The secret of Naugahyde's popularity*

**M**EN and women everywhere who demand distinctive luggage will want Naugahyde Bags. These new bags are waterproof, smart and durable. They are made in a variety of attractive styles, in sizes for both men and women. Every bag has the finest of brass fittings and specially selected linings.

There's not a stitch or seam anywhere in a Naugahyde Bag. The material is first fitted carefully over the steel frame of the bag; then by a special process the seams, joints and corner reinforcements are all *fused together into one piece*. The result is a bag that can stand the hard knocks of modern travel and yet keep its smart appearance.

Naugahyde is a durable and waterproof material recently perfected in the laboratories of the United States Rubber Company. Its handsome black surface

can be wiped clean with a damp cloth. Its composition and the processes of manufacture make it an exclusive product.

### *A whole group of products from this new material*

The traveling bags are but the first of a big family of Naugahyde products. Suitcases, fitted cases, brief cases, belts and a number of other articles are now being designed and manufactured. Your customers will be enthusiastic about the whole line.

The Naugahyde Bags retail from \$13.50 to \$18.50. Every bag is backed by the reputation of the oldest rubber manufacturer in the world. Write us at 1790 Broadway, New York—we shall be glad to tell you about these new trade-builders and the whole new Naugahyde line.

# United States Rubber Company

# The Salesman Whom You Have Never Seen

By Robert B. Moseley

Sales Manager, Merchants Publishing Co., Kalamazoo

*In these days of big distances there are usually a few salesmen in the organization who know the house only by its letter-head and the sales manager only by his letters. It is a real problem to take these men and build them up by mail, so they will feel that the house takes the same personal interest in them that it does in the salesman who has a desk in the sales department. We have asked a few sales managers who have been successful in doing this to give you the benefit of their experience. Here are two replies received during the week of going to press. More will follow in the July issue.*

**E**VERY sales manager has on his sales force men who work hard and plug along through thick and thin and finally come out all right, as well as men who get along nicely when business is coming easily, but who want to quit and throw up the sponge as soon as they strike rough going. The quitter is not the kind of man whom it pays to spend any time with and the sooner a sales manager releases such a liability the better for his own peace of mind. There are, however, occasionally men who get discouraged because they have the mistaken idea that the sales manager does not take much of an interest in him, or that he would not make much difference one way or the other, if he were to quit. Such men really are well disposed and mean to do the right thing and are conscientious. They are never asking for sympathy, but they do like a pat on the back once in a while and a little attention outside the routine. Such men derive a great deal of inspiration out of a visit from the sales manager or some other representative of the firm, even if nothing more comes of a visit than just a little friendly gossip.

## Signals of Discouragement

A succession of bad weather, delayed correspondence (particularly containing remittances), poor roads and diminished sales usually bring such a man to a point where he needs help. His state of mind is such as to necessitate careful attention being given him because as his sales begin to drop off on the general line he chooses the easiest way and begins specializing on one or two articles. When you find a general salesman selling only one or two articles out of the line, you can pretty nearly always bank on it that he is getting discouraged and feels that his efforts are not being appreciated.

If we think the man is worth saving, he receives a visit from the sales manager and a day or two is spent in friendly intercourse, touching only now and then on matters pertaining to his work in the field straightening out differences between the salesman and the house, and offering a little friendly advice on the matter of working territory. If the salesman is the right kind of man such a visit is productive of permanent result and enables the sales manager to address the salesman more or less in a personal way should occasions arise later

on where the relations between the salesman and the houses are strained.

This is particularly true in the matter of correspondence after the sales manager's visit because he can touch on a lot of personal things as man to man. Sometimes a salesman will refer to a certain experience he has had in approaching or selling a customer and very possibly the sales manager can recall of a similar occurrence in the same territory and how the matter was handled by the salesman's predecessor.

Furthermore, it often happens that a salesman is interrupted in his work by illness at home and thereafter if the sales manager occasionally refers to a member of the household who was ill, it makes a very profound impression upon the salesman himself giving him the assurance that the sales manager after all does care something about him and does give him a thought when writing.

## How We Get Intensive Cultivation

Often times an analysis of the salesman's business in comparison with some other salesman who is doing much better, but brought to the salesman's attention in the sense of commending him rather than criticising, will at once be received by the salesman as an evidence of friendly interest. In our business where a salesman should call on all responsible parties, large and small, in every city and town where he goes, the thing which we have to emphasize is working a territory closely. If, with this idea in mind, you can compare a salesman's work in a fair and careful manner with that of some other salesman, pointing out how the other salesman makes more money by not leaving a town until he has cleaned it up, you have impressed upon your salesman that you are watching his work and unconsciously comparing it with that of some other salesman who is doing much better. He will get the indirect idea, also, that you think he is just as good as the other fellow only he does not work as conscientiously.

If you can get a salesman to address you personal letters as sales manager, you have built up a bond of relationship that is invaluable, and no other house in the same line of business can ever get that salesman away from you. It seems to me that the apex of mutual confidence between salesmen and sales managers is when some salesman will address a letter to the sales manager sealed in an

envelope, and marked, "personal" or "confidential." Being interested in the things that the salesman is interested in, commending him for little things here and there that possibly he does not place very much importance upon, and also telling him from time to time that you read a part of his letter to the vice-president or some other officer of the company, repeating the comments that the officer may have remarked, builds up a very friendly interest, and if that salesman ever wants to quit, it is a much harder thing for him to send in his resignation than it is for you to accept it.

Salesmen dislike taffy and bunk. They can detect affectation and forced familiarity. They do like something outside the ordinary business letter, and an occasional personal letter, telling the salesman of some of the obstacles the sales manager has to contend with in other men, brings the salesman to the point in a figurative sense of shaking your hand and pledging his support in co-operation.

## United States Tire Co. Adopts Divisional Organization

To provide for more thorough supervision of its sales organization, the United States Tire Company has divided the entire country into six sales divisions, each division being placed in charge of a division sales manager. To fill the positions thus created, six branch managers have been promoted. The New England division will be under the jurisdiction of E. H. Kidder, formerly manager of the Boston branch. The headquarters of the division will be in Boston. The eastern division will be managed by E. S. Roe, who has been connected with the U. S. Tire Company for nine years, most of that time in charge of the New York district. Another division will center in Detroit, an important equipment territory. Thomas R. Burton has been promoted from the management at Kansas City to this office. He had previously been district manager at Atlanta and for a while at Boston. The Chicago division will be in charge of P. C. Anderson, who joined the United States Tire organization at the time of the Morgan & Wright merger. Before taking over the management at Chicago in 1917, he was manager at Minneapolis. Harry H. Hubbard has been made southwestern sales manager, having been promoted from the distributors sales department at Chicago. He was at one time a salesman for the old G. & J. outfit, before the formation of the U. S. Tire Company. For the southern division, headquarters at Atlanta, Wm. C. Price has been picked. He first won his spurs as a salesman for the Hartford Rubber Works Co., and joined the present organization with that company in 1912. He was at one time branch manager in Cincinnati, and organized the Texas territory before being made Atlanta manager. It is significant that the new divisional sales managers have been chosen from the existing organization, which is in line with General Sales Manager Shugart's policy to build up the organization from within.





# EDITORIAL

## A Sure Way to Precipitate a Panic

Apparently the long expected peak has been reached in prices, and the return of the buyer's market is looming. Its arrival is being materially hastened by buyers who have been hoping ever since the armistice for a general price reduction, by bankers who are fighting hard to bring about price deflation and last but not least by the very persons who have everything to lose and nothing to gain by such a condition—the salesmen of this country. It is not too much to say that salesmen are talking more about conditions (of which they know nothing) than they are about the merchandise they are supposed to sell. They eagerly grasp at panic talk dished out by shrewd buyers and peddle it around among other salesmen and other buyers, who in turn paint it up a bit, and peddle it some more. Why salesmen will persist in calamity mongering is a puzzle. He must know, better than anybody else, that he cannot sell goods in the face of a falling market. He knows, too, that after a day spent in peddling such froth the best that he has to send back to the office is a string of excuses. Yet, next to the bankers, salesmen are doing more than anybody else to precipitate the very thing they want the least—a cancellation avalanche. It would be foolish to deny that there are dangers ahead. There is a possibility of the credit system breaking if the strain becomes too great. But a little straight thinking by the million salesmen who interview 5,000,000 buyers who in turn sell to 100,000,000 consumers will go far toward alleviating this strain, and steadying the ship. We repeat the suggestion made in these columns last February when similar conditions prevailed:

"Business during the next few months is going to be largely what the sales managers and salesmen of this country make it. If they all sit tight and each one does his best to show that no immediate price landslide is possible the buyer will soon be disillusioned and he will buy normally. But if there is a continuance of unjustified spotted price-cutting, and a continuation of loose-talk about panic prices, we will have what above all else we don't want—a bottomless market."

\* \* \*

## It Is a Good Time To Take a Whack At the Tipping Evil

One of our Cleveland subscribers complains that in the last six months his cost of traveling men has gone up 20 per cent. It is becoming serious—this cost of operating salesmen and it is likely to become even more serious as profit margins shrink and passenger rates advance. The time is not far away—if indeed it is not already here—when something has to be done. It is not sufficient to excuse away the high expense account

with the alibi that everything has gone up. Expense accounts must be analyzed more carefully. Strawbridge and Clothier recently did so and found a wide variation in expenses of salesmen traveling under practically the same conditions. Baker-Vawter, you will recall, have a system for plotting expense accounts graphically to determine how economically a salesman is operating himself. Those who have made such an analysis find that a great saving can be effected by cutting out petty commercial bribery—tipping, giving cigars to customers, and other habits that have become deep-seated among certain types of salesmen. Nearly all of these items can be eliminated, should be eliminated and the time to do it is now. That a strong national sentiment is developing against the tipping habit as well as against commercial bribery, is evidenced by the publication in Washington of *The Commercial Bribery and Tipping Review*. In a recent issue of this publication James Simpson, vice-president of Marshall Field & Company, tells why this great organization has put its foot down on buyers accepting petty bribes from salesmen, and their own salesmen offering such bribes: "A salesman's record should depend solely upon" the standard of quality in our merchandise and it is contrary to our principles to have them offer gratuities to the buyers of other retail stores. The acceptance of commissions, gratuities and bribes by buyers cannot help but weaken their character, and it would only be a question of time before our buyers would be influenced away from the great responsibility that we feel we owe our customers in the merchandise that we sell. We therefore make it a positive rule in our business that they must not accept any form of gratuity, as it would mean dismissal from our service."

\* \* \*

## Advertising to Restrict Sales

We have become so used to thinking of advertising as an instrument of sales promotion that it comes as a shock to learn that the Standard Oil Company of California is using full newspaper pages urging the public to buy as little gasoline as possible and to avoid wasting it. The same is true of the recent campaign of the *Chicago Tribune*, who told its readers not to buy a Tribune, but to borrow one instead. These two incidents fittingly emphasize the broad uses to which advertising is being put. It is without question the most valuable tool in the sales manager's kit—a tool, however, whose real worth is too little appreciated, and whose manifold uses are generally misunderstood. Other sales managers are using advertising to dig in good-will; to lighten the salesman's burden, to reduce the turn over of salesmen; to direct consumer buying activities; and to safe-

# COMMENT



guard the future success of the business as well as to stimulate sales. So can you.

\* \* \*

## Painting a Picture of Good Service in the Customer's Mind

Have you ever listened to one of your salesmen tell about the service the house gives its customers? Well, how did it impress you as a selling talk? Yes, that is the general opinion. When a salesman is talking he has a very clear idea in his mind of just the kind of service that his house is going to give the man he is talking to. It is a picture that has been built up out of a hundred incidents of good service. But the customer doesn't see what the salesman sees. He is not a mind reader. All he gets is a hazy, under-developed sort of impression that along with all these other things he will get good service. I have listened to the Western Union talk about their "service" for fifteen years, but it never registered until the other day when I received the following letter from Superintendent Brown of the Chicago District:

"You may be interested to learn that your message of May 7th to General Plate Co., at Terre Haute, Ind., filed with us at 12:10 P. M., reached its destination twelve minutes later. Having learned the facts as above, I feel that you should know of this example of good Western Union service."

Salesmen should be impressed with the fact that the human brain does not register generalities. Our ways of thinking, reasoning and deciding are influenced by sharply-drawn, single idea illustrations. Teach your salesmen to register one-idea-at-a-time service illustrations and watch the pot begin to boil.

\* \* \*

## What Can You Learn From the Cod-Fish Ball Business?

Our good friend, J. B. Wright, sales director for Earl & Wilson, has been running up the dial on the sales meter so fast that it is causing a good deal of back-fence gossip in the trade. When we asked Wright how he is doing it he just looked wise and smiled. But we have a hunch that the class of sales executives he has surrounded himself with is one contributing factor. Mr. Wright's formula for picking executives is to get men who are young enough to have plenty of "pep," but old enough to know that they haven't a corner on all the sales wisdom in the world, and that there is no man so smart but that he can't learn something from the other fellow. Mr. Wright explained: "Any sales manager who can't get assistance from adapting the ideas that have proven successful for others ought to ask himself this question: 'Can I manage the sales of some other business—a different line of business to the one I am in now?' If he has any courage at all he will certainly say that he could. Putting on the reverse English it follows

that if a man handling the sales of a peanut business could be a successful sales manager for codfish balls, he might be able to learn something by studying the codfish ball business." Mr. Wright then goes on to say how often he has been able to take ideas from some seemingly different line of business and adapt them to selling Earl & Wilson products: "Practically every manager in our organization is sold on the idea of profiting by the experience of others. They are looking everywhere for help, for information, and for suggestions. They do not expect to be able to use at once all this information they are gathering, but they are putting it away back in their heads, knowing that every such stored-up idea develops them just that much. I would not tolerate a man in my employ who would take the position that he could not benefit from reading, studying and *following-up* the other fellow's ideas and methods." The italics are ours—this little word "following-up" is worth an editorial in itself. But we must hurry along leaving you to finish the job.

\* \* \*

## The Trend Toward Chinese Trade

It is significant that the National Foreign Trade Council devoted the major part of its time to considering the expansion of American trade to the Orient—especially China. As we have repeatedly pointed out to our readers the Far East is *the* market of markets today, and will be for many years. Why? Because in the Far East silver is both a commodity and currency; it is hoarded by the millions of Asiatics who have few savings banks and it is the medium of exchange between the East and the West. The value of the haikwan tael in American currency has risen in the ten years ending 1918 from sixty-three cents to \$1.26—just double. Coupled with this greatly increased purchasing power came a desire on the part of the Chinese for our manufacturers. As a result China today offers the American sales manager the greatest of all export opportunities—greater by far than South America or Europe. Far-sighted concerns like the Standard Oil Company and the American Tobacco Company, Wrigley and a few others are hard at work laying the foundation for a Chinese and Far Eastern trade which will rival their home business. A story is told of a white man who had an ambition to penetrate far into the interior of China, farther than any other white man had ever gone. With a native guide he traveled for weeks up river. Finally he came to the end of navigation. He was congratulating himself that no white man had ever come that far, when looking toward the bank he saw a lanky Yank astraddle a log, fishing. "Hello," he hailed, "what are you doing here." "Oh, I'm selling Bull Durham to the Chinks."



**You've Sent  
- in Your -  
Card**

What impression will it make in the mind of the man who receives it? He will judge you and your business by the quality and general character of your card. If it is a


**WIGGINS Peerless  
Patented Book-Form Card**

be assured that the right impression has been created. The door is open—the rest is up to you.

Wiggins cards used the country over because of the skill and care exercised in engraving a Wiggins plate. The convenient leather holder keeps the cards neat and clean.

Ask for a tab of specimens. Tear one off—note the clean sharp edge and general excellence. Every card protected by thin tissue sheet.

**The  
Jno. B. Wiggins  
Company**  
Established 1857  
Engravers  
Plate Makers  
Die Embossers  
1100 S. Wabash Ave.  
122 S. Michigan Ave.  
CHICAGO



## Gross Circulation for June issue Sales Management

**7,000 Copies  
6,600 Paid**

□□

### Advertising Rates

**\$50 Run of paper page  
\$35 Two column space  
\$30 Half page across column**

**Special Rates for  
Twelve Consecutive  
Insertions**



## Trade-Mark and Good-Will Protection

*Subscribers are invited to submit problems relating to registration of trade marks, label infringements, etc. If possible, they will be answered in forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 223 West Jackson Blvd., Chicago.*

### When a Sales Agent Substitutes a Private Brand

Grand Rapids, Mich. We have been selling our product in bulk to a firm that puts up the article in package form for retail sales but uses our trade name thereon. Lately we have reason to believe that this privately branded product is being represented to the trade as our first-grade product which is not in fact the case. What redress have we? N. T. S.

Unless you have a contract with your distributor specifically covering this point you will probably have to rely upon moral suasion. In a notable test case to determine the right to use the name "Le Page" on glue—a product likewise manufactured in several different grades—the courts upheld use of the trade name with no qualifying indication of grade or quality.

### Procedure When Using Photographs in Advertising

Shreveport, La. We desire to make use in our sales literature of the photograph of a young woman who has agreed to act as our "mascot." Are there any formalities to be observed other than securing her consent? C. & R.

In order to prevent misunderstandings later it is advisable to have consent in writing, duly witnessed, and attested before a notary. A consideration should be named and the compact should be so drawn as to clearly and explicitly set forth that the subject of the portraiture gives full and free consent for the use of her likeness in whatever form and in whatever mediums it is to be employed. It is always desirable under such circumstance that the business house conduct negotiations direct rather than through a photographer or other agent and it is likewise desirable that any copyrights taken out upon the resulting photographs be in the name of the firm that is to use the pictorial campaign and not in the name of the photographer who made the negative. If a copyright has been secured by the photographer it should be assigned and notice of assignment duly filed.

### Registering Spanish Words as a U. S. Trade Mark

Cumberland, Md. We have selected a Spanish word which we intend to use as a trade name on goods which we will export to Latin-American countries. Can we register this word as a U. S. trade-mark? "Novice."

The fact that your trade name is in a foreign language is in itself no bar to Federal registration. If you enroll your overseas nickname you will but be following the example of some of the largest concerns in the country that have lately adopted Spanish words for use south of the Rio Grande. However, it should be pointed out that a descriptive or geographical word is not more acceptable to Uncle Sam in Spanish than if in English. That is to say, translation into a foreign tongue

will not remove the taint from a word that in English is banned under the prohibitions of the trade mark laws. Words in many languages, including the universal language, Esperanto, have been registered but for purposes of official scrutiny every foreign trade term is reduced to its Yankee equivalent.

### Giving Contractors Authority to Fix Seller's Trade Mark

Waterloo, Iowa. In the case of a marketing interest whose wares are manufactured under contract is it reasonably safe to give contractors full authority to affix the seller's trade-mark in process of manufacture, or is it desirable to affix the brand name only after the goods have been delivered? E. P.

In view of the fact that numerous sales corporations allow manufacturers to act as custodians of their trade marks for application to contracted wares the practice may be accounted "reasonably safe." At the same time it comes to mind that even now a prominent graphophone company is engaged in controversy in the courts with a contractor who turned over to others for sale at cut prices goods that had been rejected by the instigator of manufacture but which were sent forth bearing its mark.

### Grade Marks Cannot Be Registered

Fort Wayne, Ind.—A firm here is using as a catch line the phrase "Marks of Trade That Stand for Grade." I have always been under the impression that a grade-mark could not be a registrable trade-mark. Am I wrong?—S. B.

In the main you are right. Whereas there are instances in which some sort of an identifying medium serves the purposes of both a trade-mark and a grade-mark, the practice at the U. S. Patent Office is to deny registration to symbols that can be shown to have the significance of grade-marks in the line affected, and that are so accepted by buyers. Not long ago the Dennison Manufacturing Company was, for just this reason, denied the exclusive use of certain alphabetical letters, notably the initial "D" as trade-marks for tags.

"To do the right thing, at the right time, in the right way; to do some things better than they were ever done before; to eliminate errors; to know both sides of the question; to be courteous; to be an example; to work for the love of the work; to anticipate requirements; to develop resources; to recognize no impediments; to master circumstances; to act from reason rather than rule; to be satisfied with nothing short of perfection."  
—John G. Shedd.





## There's your axe. There's your handle. What's the matter?

There you are, owner of a beautiful edged tool—

And there you sit, chipping away with the head and no handle, like a furry cave-man using the original split flint.

Why don't you put the two together and multiply every business move you make?

Not because "advertising can't do it"—you might have said so ten years ago, but not any more. You've seen the axe and the handle together in some one else's hands doing in two years what once would have taken two lifetimes.

You've seen advertising influence your own friends in half the decisions and actions of their daily lives.

Advertising can make people eat more corn or drink more milk; own their own homes or look for the name on a padlock; save more or spend more; travel to Europe or

wash with one kind of soap; see more motion pictures or enlist in the navy and see life; paint the barn or swing a Presidential election (as Hanff-Metzger have peculiarly good reason to know).

Somewhere between those extremes is the opportunity your own business is ready for. See what your competitor is doing this very day with a product not so good as yours—because somebody stuck the handle in the axe!

Who is it in your organization that hides the handle every time you try to make a modern tool out of that fine steel head with a ready hole in it? Somebody ought to pry him out of his tertiary limestone matrix and show him what's going on in the world.

(There's a knack in axe-work. Blisters and futile chips are the principal results of unskilled hewing. Will you listen to a man with calluses on his hands?)

### Some of our work is now in evidence in the advertising of

THOMAS A. EDISON, INC.  
(The Ediphone)

FAMOUS PLAYERS—LASKY  
CORP.

(Paramount Pictures)

YALE & TOWNE MFG. CO.  
(Yale Locks and Hardware)

HARE'S MOTORS  
(Locomobile, Mercer, Simplex)

F. M. HOYT SHOE CO.  
(Beacon Shoes)

SUNSEAL EATABLES  
(Sunnycorn, etc.)

PATHE FRERES PHONOGRAPH  
CO.

(Pathe Phonographs and Records)

PRATT FOOD CO.  
(Pratt's Poultry and Stock  
Preparations)

S. W. FARBER  
(The Adjusto-Lite, Farberware)

AMERICAN TOBACCO CO.  
(Sweet Caporal Cigarettes,  
Sweet Maple Tobacco)

PHELPS PUBLISHING CO.  
(Farm and Home)

TAYLOR INSTRUMENT COM-  
PANIES  
(Tycos Thermometers, etc.)

SARNOFF-IRVING HATS

# HANFF-METZGER

INCORPORATED

## ADVERTISING 'AGENTS

95 MADISON AVE., NEW YORK

Jos. A. Hanff, President

Geo. P. Metzger, Vice-President

## NEWS-BULLETIN FOR SALESMEN

The following information has been sent to us as being of special interest to the members of our Sales Force. In addition to giving you an insight into what others are doing, you may also find in it ideas and suggestions which can be applied to your work.

Subject:

WHAT OUR SALESMEN LEARNED AT PLATTSMOUTH

No.

It has been estimated that in the neighborhood of 20% of the successful candidates for officer's commissions have been men with selling experience. Salesmen, the army examiners say, rank high in physical and mental qualifications. They understand human nature. But there is one point on which they are weak -- the third qualification under section IV of the rating card.

By charting their course the necessary idea. Thus under "Business" "Voice" with: "Character".

(2) Freedom from General Helplessness at many salesmen give for a man who is in life, it is:

the second officer's a physique, quick time of joining the ing standpoint, but eager had to almost suggestions. He was

his sales manager. If I don't succeed I spent for I have had the next time our ideas of things

their salesmen are floor reserve name returns. They will ship -- regard for organization.

are weak on points are. When reports are wanted -- not to good of the or- g. We must under- organization in no same tests apply.

## Weekly Stories of Sales Accomplishment that will Spur your Salesmen on

We scour the country for actual stories of how successful salesmen in all lines of business are making themselves more valuable to themselves and to their house. These news-stories are prepared in bulletin form, with the moral sharply drawn, and furnished to subscribers in quantities for remailing to salesmen. These weekly messages of help are welcomed by the salesmen of hundreds of concerns in nearly every line of business.

### A Few Typical Bulletin Subjects

- "When Experience Ceases to Be an Asset"
- "What Exposing Yourself to Orders Will Do"
- "Using the Warm Weather to Help You Sell"
- "When the Buyer is of the Hard-Shelled Variety"
- "Succeeding Where You Are With What You Have"
- "How One Salesman Increased His Sales 500%"
- "When the Buyer Thinks He Isn't Interested"
- "Cutting Down the Cost Per Call"
- "Making Every Part of Your Territory Pay"
- "Thinking Two Laps Ahead of the Other Fellow"
- "Can a Salesman Sell Goods on Saturday?"
- "Doing the Thing That Can't Be Done"

Remember these are **not** generalized "pep" talks. Each bulletin is based on actual experience, and gives names and places. They cannot be purchased separately, but are sold only in connection with the Dartnell Monthly Sales Service, which ranges in price from \$5.00 a month up, according to the size of your sales force. Besides these weekly bulletins, four other features comprise the service.

### Special Demonstration Offer

In order to familiarize readers of SALES MANAGEMENT with the character of these bulletins, we will send, postpaid, the twelve bulletins listed above, put up in a loose-leaf binder, complete for \$2.00. If you find them unsuited to your needs you may return them for credit.

## THE DARTNELL CORPORATION

223 W. Jackson Boulevard, Chicago

### A Few Typical Users of our Monthly Service

Swift & Company  
National Lead Company  
Chalmers Motor Company  
National Cash Reg. Co.  
Multigraph Company  
Palmolive Company  
Baker-Vawter Company  
International Harvester  
Alex. Hamilton Institute  
Walkover Shoe Company  
Berkey & Gay  
B. F. Goodrich Co.  
Procter & Gamble  
Western Electric  
Wilson & Company  
Spencer Trask & Co.  
Mennen Chemical Co.  
Todd Protectograph Co.  
Stanley Works  
Corona Typewriter Co.  
Postum Cereal Company  
Geo. B. Carpenter  
Remington Arms Co.  
American Chicle Co.  
Paine Detroit Company  
Chicago Tribune  
The Farm Journal  
Street Railways Adv. Co.  
Johns-Manville Co.  
The Beaver Board Co.  
National Casket Company  
National Biscuit Co.  
Bird & Sons  
Clawson & Wilson  
Francis Leggett & Co.  
Phoenix Mutual Life  
U. S. Rubber Company  
Pratt & Lambert  
Butler Brothers  
and nearly 1,000 other large and small concerns selling through salesmen.

## Keeping the Sales Force on Its Toes

(Continued from page 376)

publications. These clippings, however, in most cases, have some with the life insurance business and are less objectionable on that account.

The next one is also published by a life insurance company, but it lacks the merit of the first one. It is well broken up and easily read, but the reading matter consists almost exclusively of so-called inspirational material. The featuring of the salesmen is good, but the publication lacks the brass-tack "proposition" articles which would increase the selling efficiency of the company's salesmen.

Here is a little eight-pager put out by a law book publishing company. Right on the front cover appear the pictures of the fourteen leading salesmen. Good headwork. This little paper, however, could stand a lot more "proposition" material that would help the law book salesmen to sell law books.

The best things about this handsome looking little booklet, published by a lumber concern for distribution among its dealers, are its title and its looks. It fairly shouts an invitation to be read, but when you settle down to read it, you find that the editor has worked his shears overtime and that you are reading articles which have appeared in various subscription magazines. Right here let me say, "Beware of the shears and the paste pot in editing a salesman's house organ."

\* \* \*

I want to mention just briefly some of the things that in my opinion should not go into a salesman's house organ.

First and foremost on the taboo list there is that well-known and much used and abused commodity known as "bull." I maintain that it has no place in a salesman's publication, for there is no one so quick to detect the presence of the "gentleman cow" as the salesman, and having detected it, to chuck it into its well-deserved grave, the waste basket.

Right here, however, I want to draw a distinction between "bull" and "inspiration," and to take issue with certain house organ editors who aver that inspirational matter should be conspicuous by its absence. Of course, I grant you that there is inspirational matter and inspirational matter. We consider the comparative records of the individual salesmen and of the different agencies which are featured so strongly in the *Protectograph Weekly Bulletin*, as strictly inspirational material, and we believe it is inspiration of a very necessary and desirable type. We also class as inspirational matter figures which show the progress of the business—the increase in production for this month over last month and this year over last year—giving all the credit for this increased production, of course, to the salesmen. If this kind of inspiration has anything but a good effect on a salesman, we have yet to see it.

# What the South Produced

## *6½ Billions Worth of Farm Products*



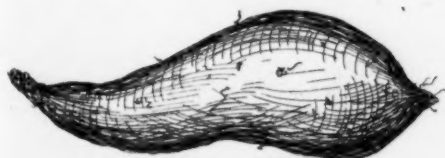
99.9% of the Peanuts



34.6% of total Value of the Corn Crop



81.5% of the Tobacco



92% of the Sweet Potatoes

Why is the South buying such enormous quantities of goods? Why are the hotels packed with traveling salesmen? Simply because the South has the money to satisfy her accumulated wants.

The total crop values of the U. S. in 1919 were about 15½ billion dollars. About 6½ billion—or 41.5%—was produced by fifteen Southern States.

Of the corn crop of the U. S., valued at \$3,934,234,000, \$1,364,568,000 came from the fifteen Southern States.

Practically all the cotton, 81½% of the tobacco, 99.9% of the peanuts, 75% of the rice, 92% of the sweet potatoes, all of the cane sugar, came from these fifteen States. They constitute almost half of the agricultural market.

Make them know your products through the columns of *The Progressive Farmer*—the Southern agricultural weekly of largest circulation and the paper the leaders read.



L. A. Niven, Advertising Manager  
Home Office, Birmingham, Alabama  
Raleigh, N. C.      Memphis, Tenn.      Dallas, Texas

R. B. Farris, Director of Advertising,  
708 Kesner Bldg., Chicago, Ill.

Standard Farm Papers, Inc.,  
Western Representative,  
Conway Building, Chicago, Ill.

Wallace C. Richardson, Inc.,  
Eastern Representative,  
381 Fourth Avenue, New York, N. Y.



98.7% of the Cotton



75.4% of the Rice



# BULL DOGS BRAENDER TIRES

*"THE ROAD SALESMEN'S TIRE."  
ENABLES HIM  
TO MAKE THAT EXTRA CALL.*



THE GREAT  
MILEAGE  
in this tire makes  
it the cheapest  
to use.

WHATEVER  
SIZE  
you use insist upon  
BRAENDER'S

THE ORIGINAL  
cost is forgotten  
when the great  
mileage piles up on  
Braender Tires.

This is the com-  
bination for com-  
mercial cars and  
automobiles.

## BRAENDER RUBBER & TIRE CO.

Factory: RUTHERFORD, N. J.

### BRANCHES:

PHILADELPHIA  
1352 W. Girard Ave.

CHICAGO  
64 to 72 E. 14th St.

SAN FRANCISCO  
131-133 8th St.

NEW YORK (Export  
Dept.)  
132 Nassau St.



## Personal Items

This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.



GEORGE DUDMAN has been appointed sales manager of the Quaker Oats Company of Chicago. He was formerly in charge of sales in the New York territory. Mr. Dudman succeeds C. C. COLDREN, for a number of years in charge of sales and who has now undertaken the development of the company's export department.

FRANK F. JOHNSON, general sales manager of the Grennan Cake Corporation, with headquarters in Chicago, has been made assistant general manager. In addition to developing salesmen for the company's cake specialties, he will have a sales interest in the production departments of the Grennan string of bakeries.

WILLIAM A. PARDOL, formerly with the Palisade Kennels, is now manager of the Jaycox Rubber Company, Bridgeport, Conn.

I. C. LAMB has been made sales manager for The Automatic Lighting Company, Ludington, Mich. Mr. Lamb's experience in the sale of farm lighting plants has been with the Western Electric Company, Westinghouse Electric & Manufacturing Company and the General Electric Company.

The Reliable Tractor & Engine Company, Portsmouth, Ohio, has appointed W. A. MURFEY tractor sales manager. Mr. Murfey was formerly sales manager for the King Trailer Company, Ann Arbor, Mich.

The Long-Bell Lumber Company, Kansas City, has appointed GEORGE A. HOUSTON, formerly of the Cleveland office, manager of lumber sales. Mr. Houston succeeds WILLIAM M. BEEBE, who left the Long-Bell Company to become president and treasurer of the Burton-Beebe Lumber Company of Seattle. Mr. Beebe was manager of lumber sales for thirteen years.

The Hilo Varnish Company, Brooklyn, recently elected JOHN H. MILLS, vice-president of the company. "Varnish Mills," as he was known to many of the trade, is dean of the sales organization and has been associated with that company for thirty-six years.

S. DEB. KEIM, who has been associated with the Locomobile Company of America for the past twenty years, has been appointed sales and advertising manager for the Rolls-Royce car in North America.

WILMER ATKINSON, publisher of *The Farm Journal* at Philadelphia, passed away on May 10th after a brief illness. Mr. Atkinson would have been eighty years of age on June 13th.

CHARLES R. WEBER has resigned as sales manager of the Akin-Erskine Milling Company of Chicago, to become sales manager of The Miller Cereal Mills of Omaha, Neb. S. H. LUEHRSEN, a member of the sales force, will succeed Mr. Weber.

The Olds Motor Works, Lansing, Mich., has appointed CHARLES A. TUCKER general sales manager to succeed P. L. EMERSON, who recently resigned. Mr. Tucker has been instrumental in building up the organization known as the Nebraska-Oldsmobile Company at Omaha.

LEE B. SUTLIFF has been made sales manager of the News Printing & Publishing Company of Sacramento, having formerly been mail order advertising manager for Weinstock-Lubin & Co., also of that city.

The Service Motor Truck Company, Wabash, Ind., has appointed G. J. EYLER sales promotion manager. Mr. Eyler was recently associated with Delco-Light, Dayton, Ohio.

WILLIAM V. LOWE, formerly a member of the advertising and engineering departments of Manning, Maxwell & Moore, Inc., distributors of machinery, has resigned to accept the position of sales engineer for the Easton Machine Company, South Easton, Mass.

The Sinclair Motors Corporation, New York, has elected H. A. GODDARD vice-president in charge of sales and a member of the board of directors. Mr. Goddard has been director of sales for more than a year.

After serving the Kokomo Rubber Company, Kokomo, Ind., as branch manager at Dallas and district sales manager at St. Louis, EARL P. LOGAN has been appointed director of sales at Kokomo.

WALTER C. FREEMAN, for five years advertising manager of the Stromberg-Carlson Company, manufacturers of electrical devices, has been made advertising manager of The Yawman & Erbe Manufacturing Company, also of Rochester, makers of filing systems. Elbert B. Wortman, their former advertising manager, has resigned to become associated with the Moser and Cotins Advertising Agency of Utica, N. Y.

ROBERT C. FAY, advertising and sales promotion manager of the Seaman Paper Company, Chicago, and formerly advertising manager of The Chicago Paper Company, has resigned to become associated with Morris & Company, Chicago, packers.

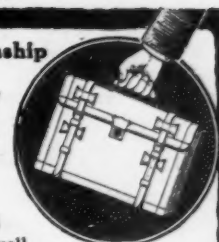
### Good Salesmanship Demands

that you carry your samples, catalogs and price lists safely and systematically.

### CENTURY PORTFOLIOS

because of their well arranged interiors, afford you that convenience. Made in various sizes and styles. Strong—roomy—attractive. Prices reasonable. Investigate.

Send for illustrated "Catalog B" today  
CENTURY LEATHER CRAFTS CO.  
350 Broadway New York City



## WORDS WIN!

For want of the right word many an appeal or description has suffered. Like the enthusiastic Frenchman's remarks on witnessing some notable scene: Superb! Sublime! Pretty Good!

To all of us comes that moment "When words fail," and so to save us the tedious task of searching thru our ponderous Webster, we have compiled a handy little **WEBSTERETTE**, which gives you easy access to the choicest words that may be successfully employed in the making of a good advertisement or sales letter.

### Selected Words For Selling

Contains the most expressive and convincing words in the entire realm of human thought which may be used to express

### Quality—Advantages—Price

To the man who writes advertising or sales letters this little book is worth real money. Pocket size, so arranged that **—ZIP!**—you have before you a complete selection of those words which, if correctly used, will influence your readers to your way of thinking. Price One Dollar, Postpaid.

### DALL PUBLISHING COMPANY

Denham Building

Denver, Colorado

### Letters to Salesmen

Send your salesmen my stimulating weekly letters. One month's trial service, \$1.00. House Organ and Sales Bulletin Contributions furnished at a moderate charge.

### JOHN J. LUTGE

Sales and Advertising Counselor

363 W. 27th Street, New York City



### Handy Expense Books

#### For Traveling Salesmen

Save time and trouble for salesman and book-keeper because they eliminate all carrying forward and reduce the possibility of error. For weekly accounts.

100—\$ 3.00 charges paid  
500— 13.75 f. o. b. Richmond  
1000— 25.00 "

Sample Free.  
GARRETT & MASSIE, Inc., Publishers  
P. O. Box 1837-D, Richmond, Va.



### 18 Ideas in Every Issue

Send 25 cents for one year's subscription to **SELLING AID**—with 72 business-winning plans for stimulating sales, following-up—to aid salesmen, help dealers, get mail order results, collect—ideas for letters, house organs, bulletins, enclosures, postcards.

Proofs of new advertising cuts free!

634 Sherman Street  
**SellingAid CHICAGO**



The western division managers of the Underwood Typewriter Company met in Chicago recently for a general discussion of business conditions. J. E. NEHR, general sales manager of the company was in charge of the proceedings. Among those in attendance were C. L. ROSSITER, vice-president; C. A. BEEMER, assistant sales manager; F. A. ROBINSON, manager book-keeping machine department; J. C. McLAUGHLIN, manager mechanical department.

WILLARD COOK, who has been manager of the Seattle branch of the Vogan Candy Company, Portland, Ore., has been appointed sales manager to succeed C. A. PETERSON.

A. J. GARDNER, formerly manager of the wheat flour department of the American Hominy Company at Indianapolis, is now in charge of the purchasing of flour for the five thousand stores, six bakery stocks and the macaroni plants of The Great At-

lantic & Pacific Tea Company, with headquarters at Jersey City, N. J.

C. L. BOWMAN has succeeded A. W. GIBSON as field sales manager of The Prest-O-Lite Company, Inc., with headquarters at Omaha, Neb.

E. C. MARGILETH severed his connection with The Briggs Cereal Products Company of Cincinnati, manufacturers of macaroni, as sales manager to become associated with A. W. Schell & Co., also of that city, in the advertising and engineering department. Mr. Margileth's successor has not yet been appointed.

The Nebraska Buick Auto Company, distributors of Buick and GMC trucks in Nebraska, have made R. E. GERSPACHER general sales manager with headquarters in Lincoln, Neb. Mr. Gerspacher was formerly assistant manager of the Omaha branch.

A. E. AVERY, formerly sales manager of the Jos. F. Grosswiller Company, Toledo, jobbers of plumbing supplies, has been made manager of the Cleveland branch of The J. L. Mott Iron Works. This company's plans for Cleveland contemplate the establishment of a large branch there.

After June 1st A. J. PENCE of the Rock Island Stove Company, Rock Island, Ill., will become associated with the Copper-Clad Malleable Range Company of St. Louis, as general sales manager. Mr. Pence was at one time connected with that company as assistant sales manager.

STUART H. RALPH, who for several years has been sales manager for the John A. Denie's Sons Company, wholesale building material dealers, and who has been closely affiliated with the construction and building material interests of Memphis and vicinity, has become assistant general sales manager of the Flintkote Company of Boston, roofing manufacturers.

The American Lithographic Company of New York, recently elected F. H. KREAMER and C. A. SPEAKMAN vice-presidents. In connection with his new office Mr. Kreamer also retains his present position as general sales manager. Mr. Speakman has been with the company for twenty-nine years, the past several years of which he has been its secretary.

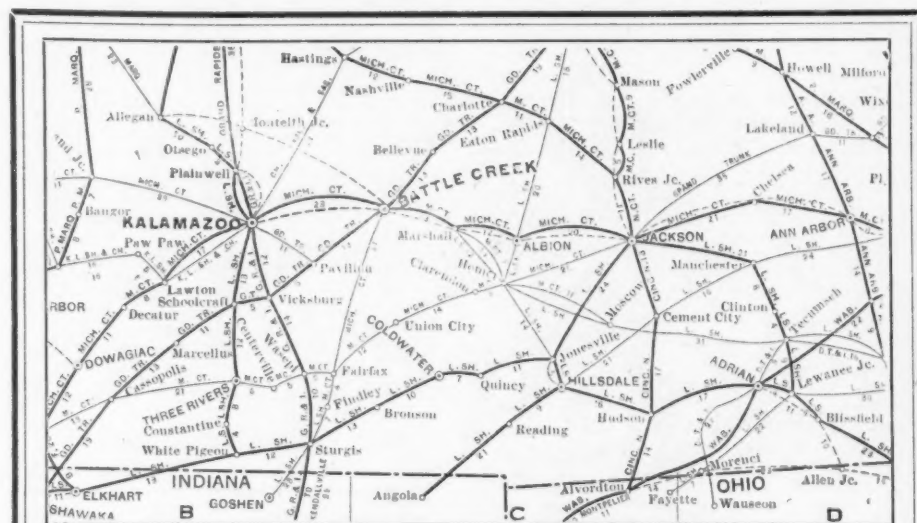
R. W. JOHNSON has resigned as business manager of the Minneapolis Gas Light Company, to become sales manager of the Hoffman Heater Company, Lorain, Ohio.

The Parrett Tractor Company, Chicago, has outlined plans for a large expansion of the business. The plans include the production of a one-ton truck for farmers' use and a light motor cultivator, these in addition to the company's tractor line. E. F. SANDERS, who has been with the company for several years will have charge of the tractor sales; and HERBERT K. SCHARLACH, formerly sales manager of the F. A. Ames Company and more recently with the Republic Motor Truck Company, will be in charge of the motor truck department.

E. B. Knowles, who for several years was connected with the Raybestos Company, Bridgeport, Conn., and more recently with the Thermoid Rubber Company, Trenton, N. J., in a sales capacity, has been made secretary and general manager of the Staybestos Company of Philadelphia.

"I have found the Dartnell Service of great value and really believe that it has assisted materially in increasing our sales. SALES MANAGEMENT MAGAZINE is a fine publication. I don't know of any investment that brings better returns."—T. S. Strong, president, Strong-Cobb & Company, manufacturing pharmacists.

ALFRED F. BURROWS is vice-president and general manager of the new Graham Bros. Soap Company, which has taken over the business of the old firm of Graham Bros. & Co. Mr. Burrows for the past fifteen years has been director of sales promotion for one of Chicago's largest soap manufacturing companies.



Showing  
Partial  
Reduced  
Section of  
Michigan  
Map

Note:—DISTANCES between towns are indicated by figures  
Towns having population of 25,000 or over are indicated by heavy caps i. e.  
**BATTLE CREEK.**  
Towns having population of 5,000 or over are indicated by caps i. e.  
**DOWAGIAC.**  
Towns having population of less than 5,000 are indicated by small letters  
i. e. Paw Paw.  
Main lines of railroads are shown heavy, thus ————  
Interurban trolleys are shown by broken lines, thus - - - - -  
Suggestion to Travelers: Enlarge with ink the circles showing the location of towns  
to be covered; the most available route will immediately be seen.

## DO YOU SELL AEROPLANES?

or Picture Films, Hosiery, Drugs, Bonds  
or anything else? If so,

## BLUM'S COMMERCIAL ATLAS

is indispensable to you in planning your  
Sales Campaign, because—

- You can lay out a **route** at a glance.
- You can see what towns should be **covered**.
- You can see the weak spots in your territory.
- You are enabled to adjust conflicting territorial claims.
- You can plan for **sales-expansion**.
- You can keep tabs on expenses.

Price Complete \$20.00.

Ask for Catalogue F.

**BLUM MAP COMPANY**

7 West 29th Street

New York City

Purchase a pocket edition of our individual State Maps from  
your local stationer. Price 25c each.



# My New Way of Selling

## How I Learned the One Great Secret of Salesmanship in 12 Hours

"YOUNG man, my advice is, to get into the selling end of the game!"

"But—"

"No buts about it, if you want to go ahead—sell. It is salesmen we want today—Salesmen. If you can sell things you will never have to worry about securing a position, or demanding a good salary."

"But, Mr. Cranshaw, I have had no experience—know nothing about it, why—"

"Then learn, sir—you've asked my advice and help, and there it is."

Deeply puzzled, I left his office. Like so many other young fellows looking for their first job, I had no very definite aim. I didn't mind hard work or small pay, as long as I felt that the future held some opportunity. I had called upon my father's old friend Mr. Cranshaw, to help me decide what calling he thought promised the most. The above conversation was the result.

Mr. Cranshaw is an experienced business man and I respected his opinions. With his aid I found a job—and a fairly good one as jobs go—with a large farm-machine manufacturing company.

As soon as I learned something about my product I went out on the road. The optimism of youth was with me. I had a tremendous amount of self-confidence. My product was a good one.

But I ran into a snag when I came in contact with the hard-headed men who till the soil.

They were of all types, keen, and shrewd progressive men, who wanted to see an actual gain—return for every penny spent; old-fashioned men who didn't take to new-fangled methods; big business men who ran immense farms as a side issue. Every one presented a knotty problem. It seemed to me in my early days, that each man had to be "sold" in a different way. I kept a separate "method of attack" for each individual.

But, I was not a success. I made few sales. Every now and then I put over a fairly big order, but I was not a consistent seller. The firm was not satisfied and they said so. I was costing them more than my work was bringing in. In a very frank talk one morning, they told me that if something didn't happen at once, I would be called in from the road.

Well, needless to say, I was discouraged. I thought things over. The success of my brother salesmen and competitors puzzled me. I observed them closely and tried to learn what it was that brought them their big sales. I noticed, to my surprise, that the men whose totals were the largest were the ones who seemed to work the least. But I could find no one trick that any of them possessed which I had not tried.

One day I met a hardware salesman in the smoking room of a train. We talked about the usual things for a while; then we

branched into selling methods. In the course of his conversation he told me how, after many years of mediocre success, he finally learned the one great secret of selling, and what that secret is. It was simple as A. B. C.

It almost bowled me over. The simplicity and practicality of this great basic rule of success dazzled me. My guardian-angel must have been watching over when I met that salesman.

With impatient eagerness I started to put into practice my new-found knowledge. The startling suddenness of the results was almost uncanny. After my next turn on the road the senior member of the firm personally congratulated me. My sales on that one trip were larger than the total of my



"In the last nine weeks my sales have topped the list."

three previous efforts. In four short months I became the best salesman on the firm's roster. I was leading even the old-timers. And from that time to this I have never once relinquished that lead.

Mr. Cranshaw's promise had come true—"Get into the selling game, if you want to go ahead," he had said—and I had.

But before I had found the all-comprising fundamental secret of salesmanship, I had been as near a failure as a man can be. The rapidity of my sensational rise seems almost unbelievable—even to myself.

Don't misunderstand me; I am not trying to pat myself on the back. I am not an unusual man in any way and do not claim to be. What I am driving at is this: If I, a young fellow who almost missed my chance, could, in the short space of four months, become a top-notch salesman, merely by the mastery of *this one principle*,—others can do the same. And I must add my opinion to Mr. Cranshaw's, the selling game *does* hold the greatest promise of all for the future success.

This thing which so quickly placed me in my present highly-paid position of master-salesman, was a knowledge of the One Great Secret in Selling, and its 100 Devices as told in *Arthur Newcomb's* astonishing 7-lessons course in Super-Salesmanship. This course, I firmly believe, is the

nearest existing thing to a Royal Road to Success in Selling.

It is not, like so many other salesmanship courses, a theoretical treatise. It is old-fashioned common-sense brass-tacks. Like all other sciences, selling has for its foundation a certain permanent bed-rock law. Ignorance of this is the reason so many salesmen fail.

Mr. Newcomb takes this law, shows it to you, explains it, and then shows you how to use it. It is your weapon. And it is worth more than all the tricks and stunts, and theories of selling put together.

Mr. Newcomb does not teach or preach. From his years of experience as salesman, sales-manager and student of the selling science—he has condensed into this remarkable book, the one great selling secret—and its one hundred simple devices which all successful salesmen must have: He gives you this secret—that is all there is to it. No matter what you are selling the rule applies. Mr. Newcomb says, "This is the way to do it. Now go ahead." And it works. It always has worked. It has been tested and approved by every man who ever sold anything. Consciously or unconsciously *every sale that has ever been made was made by the application of this one tremendous truth.*

But do not take anybody's word for it. You can be the judge yourself. It will not cost you one penny. Simply tear out and mail the coupon. We will send the course to you absolutely free for five days' approval. Examine it carefully—test it out thoroughly. Apply the great Secret and notice the results it brings.

Then if you feel that you can get along without it, send it back; you will owe nothing. But we feel confident that you will want to keep it.

But you must act quickly, for this unusual offer may be withdrawn at any time. Detach the coupon and mail it today.

### Independent Corporation

Dept. S-1626, 319 Sixth Ave., New York City  
(FREE EXAMINATION COUPON)

### Independent Corporation

*Publishers of The Independent Weekly*

Dept. S-1626, 319 Sixth Ave., New York City

You may send me the Course or Courses checked below. Within five days after receipt I will either remail the course (or courses) or send you the price indicated after each in full payment.

- ☐ Super-Salesmanship (\$7).  
By Arthur Newcomb.
- ☐ Roth Memory Course (\$7).  
By David M. Roth.
- ☐ How to Read Character at Sight (\$7).  
By Dr. K. M. H. Blackford.
- ☐ Mastery of Speech (\$7).  
By Frederick Houk Law.
- ☐ Practical Course in Personal Efficiency (\$7).  
By Edward Earle Purinton.
- ☐ Ferrin Home-Account System (\$3.50).  
By Wesley W. Ferrin.
- ☐ The Lederer Art Course (\$7).  
By Charles Lederer.
- ☐ Independent Weekly (\$5).  
(52 issues—15c per copy).

Name .....

Address .....

.....Sales Mgt. 6-20

OFFICES.  
BOSTON  
NEW YORK  
CHICAGO  
ST. LOUIS  
SEATTLE  
PORTLAND  
RITTSBURG  
LOS ANGELES  
PHILADELPHIA  
SAN FRANCISCO  
EL PASO  
WABKHOUSE  
AT CHICAGO



**Boston Woven Hose & Rubber Co.**

WORKS.  
CAMBRIDGE AND PLYMOUTH  
MASS.  
POSTAL ADDRESS  
BOX 1277, BOSTON  
CABLE ADDRESS:  
"DEVONSHIRE" BOSTON  
CODES  
A.B.C. SYSTEM AND W.U.  
PRIVATE WIRE  
CONNECT WITH POSTAL AND  
W. U. TELEGRAM SYSTEMS

IN REPLYING REFER TO REC.

Mr. Willard B. Cook, Pres.,  
The Pathéscope Co. of America,  
N.Y. City, N.Y.

Boston, Mar. 22, 1920.

Dear Mr. Cook:-

Sometimes I wonder if you folks at the home office in New York realize the use which we have been able to make of our Pathéscope films and projector all over the country, in connection with our sales and advertising activities. To attempt to tell you in detail what we are doing and have done in promoting the sale of our goods through Pathéscope motion pictures would more nearly fill a printed volume than a sheet of letter paper, but there is one point which I wish to cover at this time.

We have just had the opportunity of showing our films to demonstrate our line to one of the largest distributors in the United States, and after showing the pictures, we were not only complimented on them, but assured that we had given the most complete demonstration of its kind which they had ever seen.

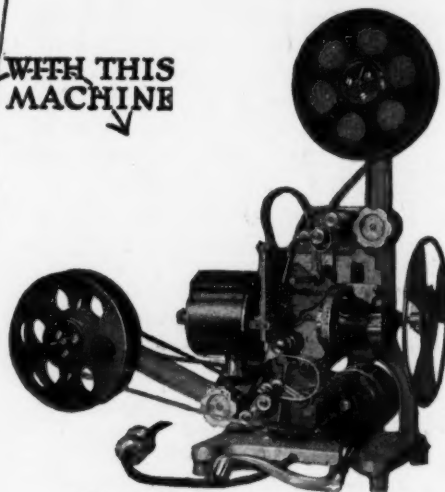
The question was raised by several of those present as to why other concerns had not adopted this graphic method of telling their sales story. We believe any live manufacturer would immediately appreciate the value of our motion picture work, if they could see at first hand as we do, the results which we obtain from our films.

Very truly yours,  
*Paul E. Cook*  
Advertising Manager  
BOSTON WOVEN HOSE & RUBBER COMPANY.

## CELLULOID FILMS ARE DANGEROUS!

The operation of any portable projector USING CELLULOID films is prohibited by State, Municipal and Insurance restrictions and the violator is frequently subjected to severe penalties

WITH THIS MACHINE



Weights only 23 lbs. Operates on any light circuit.

REC. JAT  
The New Premier

# Pathéscope

Flickerless "SAFETY STANDARD"  
MOTION PICTURE PROJECTOR

For years WE have been asking "why more concerns have not adopted this graphic method of telling their sales story?"

The question is natural. We are trying to sell manufacturers the Pathéscope, and this self-interest may have blinded you to the strength of our claims for the Pathéscope as a means of selling goods.

But now comes this same question from a buyer of goods. He—your customer—wants to know why more manufacturers do not use Motion Pictures to teach him about their products, just as the Boston Woven Hose and Rubber Company are doing.

This shows the attitude of your customers toward Motion Pictures—they welcome the help it gives them in understanding the merchandise they buy.

The fact is substantiated by all Pathéscope users, who in practically the same words used by the Boston

Wins a welcome for your salesmen.

say: "We believe any live manufacturer would immediately appreciate the value of our motion picture work, if they could see the results which we obtain from our films."

The Pathéscope wins a welcome for your salesmen. Every user has proved to his entire satisfaction the superior advantages of the Pathéscope for just this sort of sales promotion. These advantages are:

- 1—It only weighs 23 pounds, operates on any light circuit, and fits in a small suit case.
- 2—The film is known as "SAFETY STANDARD"—slow-burning—labeled by the Underwriters' "Enclosing Booth Not Required."
- 3—Pictures can be shown anywhere at any time, without violation of State, Municipal, or Insurance regulations.
- 4—Any industrial film can be printed for the Pathéscope.

Your salesmen will get the same welcome as this big distributor gave the Boston Woven Hose and Rubber Company's men, if they carry the Pathéscope.

Explanatory printed matter sent on request



**The Pathéscope Co. of America, Inc.**

Willard B. Cook, President

Dept. S, Aeolian Hall

New York City





# When a Man's Sales Begin to Slump

By Eugene Whitmore

*Even the best of salesmen are subject to sinking spells. For one reason or another he loses his steam. His sales fall off. He begins to write excuses instead of orders, and the climax comes with a two-page wail about conditions in his territory, and the obstacles he is up against. How is the sales manager to reply to such letters? How is he to "refire" that man, and put him back on the producers' side of the ledger? Here is a description of the tactics followed by one successful manager of a large force of commission salesmen in the middle West. It's not especially clever; nor is it new, but it works.*

**T**HE first month after our Sales Convention we do not get any "Blue" letters from the salesmen—the enthusiasm, the rest, the fun and the real training they secure from the week at the home office and factory fills them up so full of "pep" that they virtually sweep all before them.

But after the first month the weaker ones begin to fall back into the old rut. Like water dripping against stone the constant dripping of the dealers' objections, the kicks about price, style and the general complaints of the dealers soon wear away the salesmen's enthusiasm. Soon he can only see the business that the competitors are getting. Every store he visits, the merchandise his competitor has sold, looms up like a red flag before a bull. He begins to see flaws in his line—finds it not quite so fresh and right-up-to-the-minute in style as he thought it was. His samples begin to show the wear, they are old to him—he feels as if he had been looking at them for ages. Their charm is gone. In other words he is approaching the "zero hour." He is a good—yes, an exceptional salesman, who does not find himself beginning to doubt the wisdom of sticking with this house any longer. This happens at least once every season, particularly to the newer men. Of course, the men who have been with the house season after season for many years gradually outgrow these periods of depression.

## A Letter That Works

One sales manager sensed the situation and set about with all his might to remedy it and keep the men right up to the highest mark of efficiency all through the season just as if they had just left the convention. He cannot meet them all personally, so he uses a set of personal letters some of which we are quoting here.

His first letter dwells on the advisability of keeping the samples in good shape. He reminds them that new samples are necessary to make the best impression on dealers. Send in your worn looking samples and we will gladly replace them with new items. If your cases or trunks have had an unusually rough time of it, send them to the repair shop and have them refinished if necessary. By all means, do not try to sell from dirty, wrinkled, torn, or worn samples. He realizes that the impression on the salesman himself is about as great as the impression on the dealer. A salesman simply cannot wax

eloquent over a ragged or dirty sample of any kind. When we replace samples we try and send back exactly the same model, but in an entirely different pattern of cloth, if possible.

The next letter we send out is really a portfolio of photographs of testimonial letters we have received from dealers about this season's line. We can always write a few dealers and get these letters, and very often a dealer writes a mighty nice letter when he sends in his check. These are photographed and sent to all the salesmen about the time they begin to lose some of their convention enthusiasm.

## When Blue Letters Appear

Regardless of these letters, the new samples and what encouragement we can work into the routine correspondence we begin to get "blue" letters which are really serious. The salesman sees a big window display of a competitive line—he picks up the newspaper and sees a large advertisement featuring the other line in an advertisement evidently paid for by one of his old customers. He meets a competitive salesman and sees the best buyer in town at lunch with him. One or all of these things will, in conjunction with a day or two of dull business, start the "bluest" letter towards the sales manager that you ever heard. Very often we do not take these "blue" letters seriously. Oftentimes they are followed in the next mail with a bunch of business that puts him on the bright side again. But they cannot be ignored, so we try a little subtle flattery. Here follows part of a letter written in answer to one of these letters.

Friend Jones:—

*I've just been reading your recent letter about your business the last few days, and I must say that I am not discouraged at all. I feel that before this reaches you that you will have more than made up for the few days' dull business you have had.*

*No, I do not think you will find our prices so much out of line. The fact is it is only natural to think that our competitors must have lower prices—we hate to give them credit for being as good salesmen as we are, so we just blame it on prices. As a matter of fact, old fellow, they are probably thinking the same of us.*

*Remember how you sold most everybody in San Antonio a couple of weeks ago? Now, you know that our competitive friends are going to accuse us of being price cutters of the worst kind when they see all that stuff you sold there. Why, I wouldn't even be surprised to receive an application from the Consolidated salesman who works that territory. He will*

*surely think his line is out of date, that his prices are high, or that our terms are better when he finds all the business sewed up on our line for this year.*

*Yes-siree, old fellow, the other fellows think just as well of us as we do of them—only more so. Every sale you make gives them food for thought about our line—its styles, prices and terms—they naturally think it better than their's, so when you see a little of their stuff scattered about the trade don't get excited—we can't get all the business, and I am confident that you will always manage to get your share.*

*With kindest personal regards, I am,  
Yours cordially.*

After this letter goes out we get out a special letter which plays up the points of our line as compared with those of competitors—we reproduce a few letters from dealers who have re-ordered on certain numbers and who have found certain styles particularly quick sellers.

## When Personal Help is Necessary

Of course, all the time the salesman is getting our regular sales bulletin every week with gossip of the other men, trade talk, selling helps and talks on better advertising for the dealers, but this he is used to and when he begins to get discouraged, personal help and attention are necessary.

We have learned that it is a good policy to be very careful about telling a man whose sales are slipping that "Jones of Arkansas had a \$10,000.00 week, or that Brown of Pennsylvania sold a \$4,000.00 order to a dealer in a town of 2,500 people. These statements may be absolutely true—they may be almost commonplace, but it is only natural for the salesman to think, "Well, that can't be done in this territory." Too much of this kind of talk will even arouse suspicion at times, especially in new men. When an unusual sale is made, or when a man has a record breaking week we do not overlook it by any means, but our intention is to try and tell why and how it was accomplished. I once had a good salesman berate me in no uncertain terms for sending him a letter each week starting about like this: "Brown corralled \$13,000 worth of orders last week." "Jones sells fifty gross to Merchants in Town of 1,000," and so on and on. He simply said, "Just tell me how they did it—I haven't been able to do it, and if I knew how they did it, I would be a good deal more liable to do it myself," and he is right. Since that time I have always tried to relate the details of any sale that is unusual enough to mention in a bulletin.



# The Hubbub Over the Postage Rate on Catalogues

*Users of catalogues, already driven to despair over the difficulty of getting paper and the soaring cost of printing and engraving, are faced with a possible increase in the cost of postage. True, it is still a bare possibility, but with the imperative need of increasing the salaries of postal clerks it is serious enough to call to the attention of our readers.*

A bill has been introduced in Congress by the Chairman of the Post Office Committee of the U. S. House of Representatives to classify all catalogues "and similar publications" as third-class mail and make them subject to postage accordingly. Even more significant for the sales manager is the new-found disposition in official quarters to frown upon the incorporation of catalogues in the regular or special issues of periodicals such as trade journals.

When the Postmaster General a few years ago took the action which resulted in the admission of catalogues to the parcel post, the opponents of the mail-order interests were loud in their charges of favoritism. Now, however, the shoe is on the other foot. It may be suspected, however, that the recently revealed attitude at the Postoffice Department is not due so much to a desire to penalize catalogue users as to the fact that the new policy of the thrifty catalogue men runs counter to the perennial ambition of the P. O. Department to make second-class mail "pay its way." In short, complications are likely to ensue for sellers just in proportion as the catalogue question is mixed up with the controversial question of the proper rates for second-class mail.

## Prints Catalogue in Trade Paper

In a recent conference with the Committee on Post Offices and Post Roads of the House of Representatives, Mr. John C. Koons, First Assistant Postmaster General, attacked vigorously, as an evasion of a proper payment for service rendered, the new fashion of printing catalogues complete in trade papers. Mr. Koons was understood to say that the Department has had its attention directed to some eight or nine instances in which catalogues have been thus incorporated as inserts in periodicals, in order, presumably, to gain the benefit of circulation at the second-class rate. The example, however, to which he especially called the attention of Congress was that of a catalogue embodied in the advertising section of *Chemical and Metallurgical Engineering* and which, according to his figuring, occupied 98 printed pages.

That the Buffalo Foundry & Machine Company, whose expedient in catalogue distribution came in for attack at the hands of the First Assistant Postmaster General was not animated by a desire to evade postage expense, was the contention of Mr. Jesse H. Neal, Executive Secretary of the Associated Business Papers, who subsequently appeared before the Postoffice Committee to take issue with Mr. Koons. As evidence that inclusion of a catalog in one issue of a

trade paper, however widely circulated, will not suffice for the purposes of the average seller, Mr. Neal pointed out that the Buffalo Company had printed and distributed 30,000 copies in regular catalog form in addition to the circulation obtained via the engineering journal. Incidentally he mentioned that this particular catalog publication via the trade paper route had been undertaken in order to secure distribution at the Chemical Exposition. However, of an edition of 11,920 only about 600 were distributed at the exposition, whereas about 10,000 were mailed to subscribers.

Not a few sales managers appeared, from the communications that they have sent to Washington, to have gained the impression that the present movement in Congress to deny to catalogs the privilege of the parcel post rating and classify them as third class is inspired by the associations of retailers, especially small-town retailers, who are notoriously antagonistic to the large catalog houses and sought a few years back to secure the levying of a special tax upon mail order sales. An investigation for the SALES MANAGEMENT MAGAZINE discloses that this impression is to a considerable extent erroneous. Country merchants who are sensitive regarding the competitive methods of the large mail order houses are, to be sure, keen for anything that will, as they sense it, equalize competition by increasing the costs of the large mail order operator. But the restiveness on this question which is just now manifest in Congress originates chiefly from a desire on the part of a number of influential lawmakers to see to it that the publishers of large catalogs are given no advantage over the publishers of small catalogs.

## Wants All Catalogues Third Class

Presenting the attitude of the reformers who are determined to bring about the abolishment of the "double standard" of postal charges on catalogs, Chairman Halvor Steenerson of the Postoffice Committee recently stated: "The catalog rate is an advantage to the big concern that can ship their catalogs by the carload to a city and distribute them by the low parcel post rate. Congress established the parcel post for the benefit of the farmers in the distribution of food products at cheap rates. That is expressed in the law itself. The man who prints a small catalog weighing a pound or two pounds or half a pound cannot ship them in carload lots. He is just as helpless as the man who wants to send a Bible; he has to pay the higher rate. But the big concern gets the benefit by shipping in carload lots to distributing points. The small catalog already goes

at a flat rate, the third-class rate; that is what I want the others to go by, so that it will be the same for the small man as for the big man."

Discussing the action of the Postoffice Department in ruling that the large catalogs are "books" and as such are entitled to carriage at fourth class or parcel post rates, the head of the Postoffice Committee lately made this charge: "The Postoffice Department changed the law. We gave them discretionary authority to change the rates. We never dreamed that they would do what they have done. They construed that to be a right to change the classification. So they by main strength said 'This is books.' Just think of it, a catalog that does not contain a bit of literary matter is classified as 'books' and they say books go parcel post, therefore benefiting only the big concern that is able to ship its catalogs in carload lots and redistribute them at the low rate to farmers and local merchants."

In the conferences at the Capitol the postal officials have contended that the large mail order catalogs (weighing in the neighborhood of 5 pounds each) are now carried in the mails at a profit to the government, whereas they were formerly, it is alleged, handled at a loss. The explanation of this contention lies in the claim of the department that parcel post rates are graduated to show a profit in each zone, whereas the department, or at least some of its officials, hold that it costs Uncle Sam in excess of 8 cents per pound to handle third class matter. The current controversy only emphasizes anew the crying need for the ascertainment on scientific principles and in accordance with modern accounting methods of the exact cost of handling each class of mail matter. With the increase in operating costs the few authoritative figures that have been prepared in the past have become hopelessly obsolete.

## Advertising Clubs to Meet June Sixth

The Associated Advertising Clubs of the World will meet at Indianapolis, June 6th to 10th. While the main theme of the convention this year will have to do with "How advertising can best serve now," it is evident from looking over the program that many of the papers will be of special interest to sales managers, even in cases where the concern is not as yet an extensive advertiser. Two interesting discussions before the general session Monday are "How to Analyze Buying Motives," by E. C. Weir, The Beckwith Co., and "The Economics and Economics of Market Analysis," by L. D. Weld, of Swift & Company. Saunders Norvell is down for a talk on Monday morning on "The Function of the Wholesaler as an Independent Advertiser and Merchandiser as Well as a Distributor." A representative of SALES MANAGEMENT will cover the convention and report on matters of special interest to sales managers.

# "Snappiest Little Sales Bulletin I have ever Read"

Let us place You on the Regular Mailing List Free



*Terre Haute, Ind.*  
March 22nd 1920

National Salesmen Training Ass'n.,  
83 West Jackson Boulevard,  
Chicago, Illinois.

Gentlemen:-

Received in this morning's mail your pamphlet entitled, "SALESLOGY." I have read every word of it and must say that this is one of the snappiest little sales bulletins I have ever read.

I want you to be sure to put my name on your mailing list so I will not miss a single issue, and mail me invoice covering charges, whatever they may be.

Yours very truly,

CHAS. W. BAUERMEISTER CO.

*J. D. Loughery*

JDL:CM

## What Would a Sales Manual Add to Your Volume of Sales?

It has been proved beyond a doubt that concerns using a Sales Manual have a distinct advantage in the matter of breaking in new salesmen.

To the experienced salesman it also means a ready book of reference in the best methods of selling his line. A Sales Manual in the hands of your salesmen will add to their all-round efficiency.

We are specially qualified and equipped to prepare a Sales Manual for your organization. For full particulars check the Coupon.

Read what Mr. J. D. Loughery, Sales Manager for the Chas. W. Bauermeister Company, Terre Haute, says about the first issue of SALESLOGY in the letter to the left. Over 1,500 Sales Managers and Executives have written and complimented us on this snappy, live little magazine. We want to place you on the mailing list to receive copies as they are published. There is absolutely no charge for SALESLOGY, in fact, we will gladly supply you with copies for your salesmen, too. SALESLOGY is published in the interest of selling and goes to you with our compliments.

## Do You Need Salesmen?

No Charge to You or to Our Members

Without any cost or obligation we will be glad to place you in touch with any number of salesmen you may need. There is no charge for this service either to you or to those we recommend. Hundreds of the best known concerns in the U. S. and Canada are using this Service with great satisfaction. We have Members of all types, nationalities and experience ready to step into sales positions. The average age of our Members is 29.

## A Plan to Increase The Efficiency of Your Salesmen

If you feel that your salesmen are not turning in all the business possible, it will pay you to let us send you some interesting details about our Plan for putting more pep into sales forces.

A large paint manufacturer since adopting this plan writes: "We notice larger and better orders and we are able to do more business with less salesmen, thanks to your Plan."

CHECK HERE FOR		<b>National Salesmen Training Association</b>	
		Suite 515-27 Monadnock Building	CHICAGO, ILLINOIS
SALESLOGY		<input type="checkbox"/>	National Salesmen Training Association, Employer's Service Dept., Suite 515-27 Monadnock Building, Chicago, Ill.
Information about		Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions.	
Group Plan for putting		We plan to employ additional Salesmen. How many?.....	
pep into Salesmen		<input type="checkbox"/>	Territory .....
Particulars about		Firm .....	
Sales Manual		<input type="checkbox"/>	Street..... City.....
		Line..... Manufacturer..... Wholesale House.....	



## News of the Road

At last, Cleveland is to have a new union station. Definite announcement has been made by the Cleveland Union Terminals Company of its intention to go ahead early this year with a \$5,000,000 structure, either with or without the co-operation of the Pennsylvania Railroad. The lines which are pledged to collaborate in the project are the New York Central, The Erie and the W. & L. E. The B. & O., while awaiting a lead from the Pennsylvania, is said to be sympathetic toward the new project. This will be good news for sales managers who "make" Cleveland and who have suffered the inconveniences of the present ante-bellum affair.

Providence is to have a new \$5,000,000 hotel, to be built at Dorrance, Washington and Adams streets by John McE. Bowman and Lou Wallick. The Providence Chamber of Commerce is raising \$2,500,000 toward the enterprise.

It is reported that the original loan made by the Drake Hotel Company for the new Drake Hotel on the Lake Shore Drive, Chicago, has been doubled to meet the increased cost of building.

Just as we are getting used to higher mileage charges on the salesmen's expense account we learn that permission has been granted the Pullman Company by the Interstate Commerce Commission to file tariffs increasing berth rates approximately 20 per cent. The company is seeking an increase on standard lower berths to a minimum of \$2.00 and on seats to a minimum of fifty cents.

Those to travel to and fro between Chicago and Minneapolis will be glad to know that the Chicago, Milwaukee & St. Paul will run both its Pioneer and Olympian trains in two sections hereafter.

Plans have been made to formally close the Hotel Knickerbocker of New York for the purpose of converting the structure into a modern office building. The Knickerbocker is a twelve-story building owned by a company headed by Vincent Astor. It was opened in 1906 and will be remembered by sales managers as one of the leading hotels before the building of the larger hotels in the past five years.

"SALES MANAGEMENT is getting better every month, and I think your April number the 'best ever'."—Wm. J. Brewer, secretary and general sales manager, Thompson Milling Co.

## Personal Services and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

### POSITIONS WANTED

**COMMERCIAL RESEARCH MAN**—University man with advanced degrees and excellent training in research and statistical methods wishes to enter the employ of a commercial, financial, advertising or industrial organization. Age 43; American. Extended experience investigation, research, statistics, analysis of conditions, finance and costs, as well as in organization and management. Not trained in mechanics. If desired would spend anything up to a year in specific preparation for a particular field, providing the position were attractive enough to justify. Any location; salary depending on prospect for advancement. Address Box 610, SALES MANAGEMENT.

**EXPORT SALESMAN**, eight years' experience, including one year in New York and one year in Far East, specialty locating sources of business and planning campaign, including advertising and traveling. American, 33, now employed. Pacific Coast preferred. Wholesale connections. Four years present position. Box 507.

University man having six years' active selling experience is seeking position as ass't to sales executive in manufacturing line in Chicago. Accustomed to handling important matters, sales correspondence and sales directing. Salary to start, \$2,400. Single, age 31. Box 506, SALES MANAGEMENT.

### SALES EXECUTIVES AVAILABLE

**CHICAGO BUSINESS MANAGER**, high-class, wholesale executive. Initiative, judgment to decide important things. Years' practical experience, large mfg. mercantile concerns, handling salesmen, office force, factory heads, adv., credits, finances and accounting. Qualified to conduct large business or branch. Clean record, proven ability, highest references. Age 41, good personality. Salary received, \$5,000 before war. Box 504.

We are in touch with a sales manager with several years of good experience in organizations manufacturing popular brand automobile tires and with unusually aggressive specialty manufacturer. Understands fully the hiring of salesmen, their training, and general sales matters. Desires to correspond with a concern of standing requiring the services of an executive of ability. Complete details upon request. No obligation. Address E. H. S., The Dartnell Corporation, 223 W. Jackson, Chicago.

### ADVERTISING LITERATURE

Advertising that has a little warmth and humanness without sacrificing dignity or force. Specimens and testimony on request. E. M. Dunbar, 1913 Rowena street, Boston, Mass.

### PRESS CLIPPINGS

We read and clip for thousands of busy people the best things on any subject appearing in the current daily and weekly newspapers. Send stamp for booklet or write us what you want and our readers will get it for you. Consolidated Press Clipping Co., 604 Manhattan Bldg., Chicago, U. S. A.

### SALESMEN WANTED

**GET A BIG PROPOSITION FOR BIG MONEY**—If you have selling ability, this is the year to cash in. Get a big proposition, full of big possibilities, if you want to make real money. We have it for you. Our proposition sells to retail merchants located in small towns and large. Our popular payment plan of selling enables merchants to buy with very small cash outlay. National, direct-by-mail, and Trade Paper advertising generating live leads. Our plan of co-operation has made it easy for men without previous selling experience to clear \$7,000 yearly, and over. Many of our men are beating the \$10,000 a year mark. Some have made as high as \$20,000. Our training school gives you the advantage of the experience of all of our star men. One week's intensive schooling prepares you for field work and for good commissions. The few territories open in various sections of the country must be filled immediately. Write immediately if you can qualify. Glad to send full particulars. H. E. Steiner, 1531 Van Buren street, Indianapolis, Ind.

## Now Ready!

**"How 1,100 Concerns Back Up Their Sales Department"**

A booklet giving full information regarding the application of

**The Dartnell Sales Service**

to your business

No Charge — No Obligation

**THE DARTNELL CORPORATION**

223 WEST JACKSON BLVD., CHICAGO